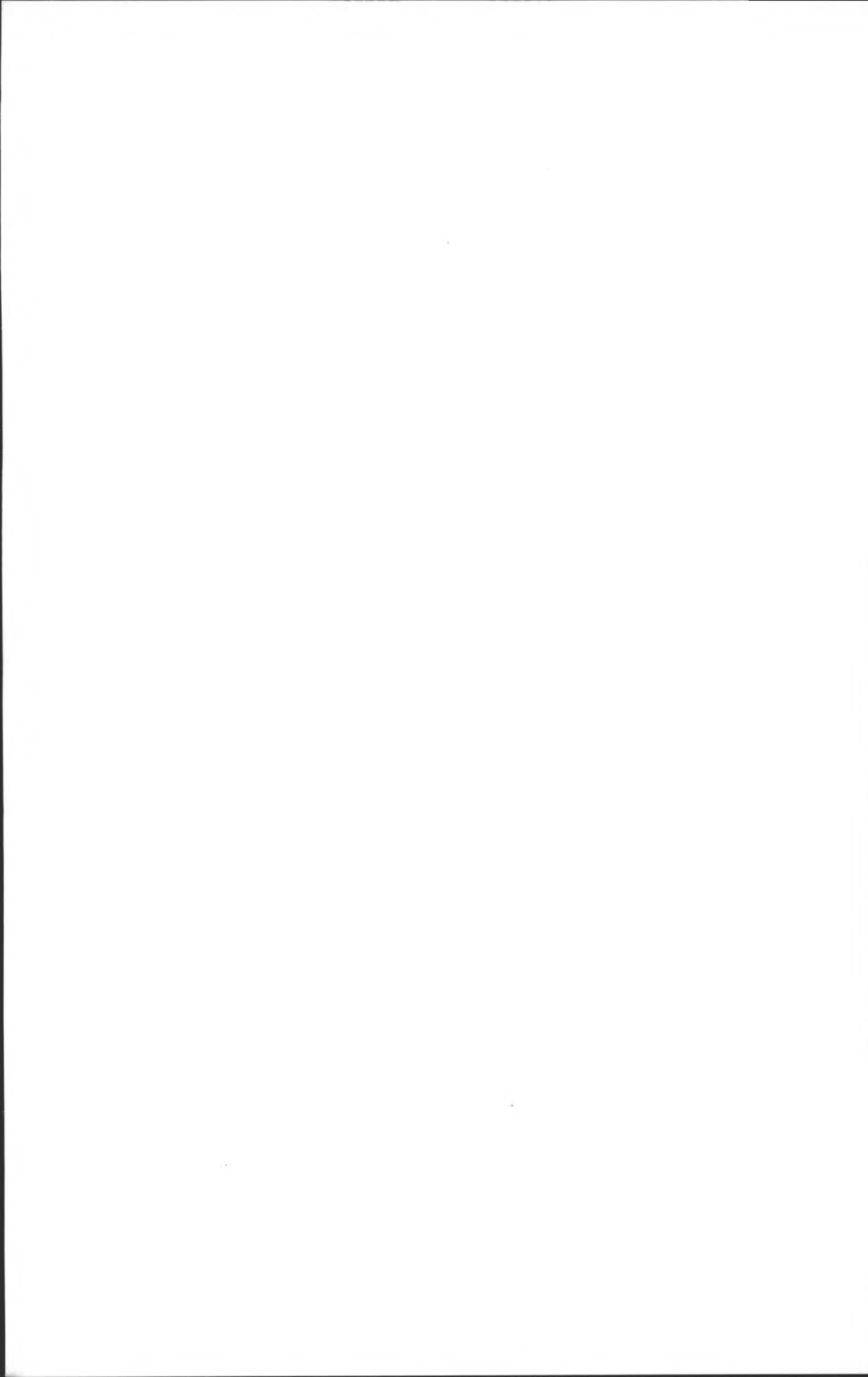




## Cornell University Announcements

## School of Hotel Administration



Cornell University

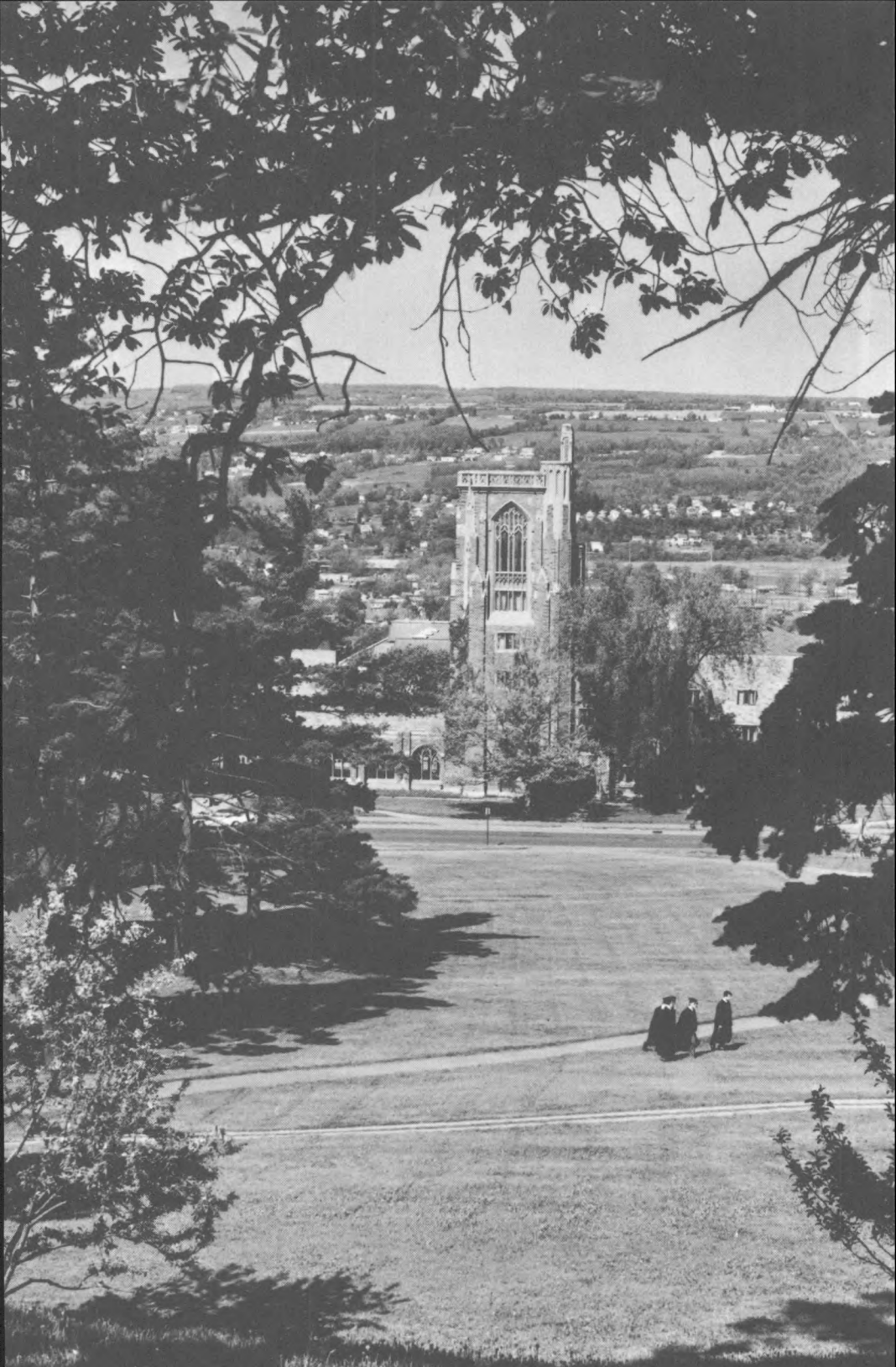
School of Hotel  
Administration

1973-74

Programs leading to professional careers in the management of hotels, motels, condominiums, restaurants, clubs, hospitals, and institutions generally, and in their design and equipment layout.

**Cornell University Announcements**

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## Announcements

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The courses and curricula described in this *Announcement*, and the teaching personnel listed herein, are subject to change at any time by official action of Cornell University.

## **Correspondence**

Following are the addresses to use in obtaining further information on specific questions.

Application forms and academic requirements for admission: Office of Admissions, Day Hall, Cornell University, Ithaca, New York 14850.

The personal requirements for admission and interviews: Admissions Committee, School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

The Program of the School, the content of courses, the requirements for graduation, and questions of financial aid to students: School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

Credit against the practice requirement: Chairman, Practice Committee, Statler Hall, Cornell University, Ithaca, New York 14850.

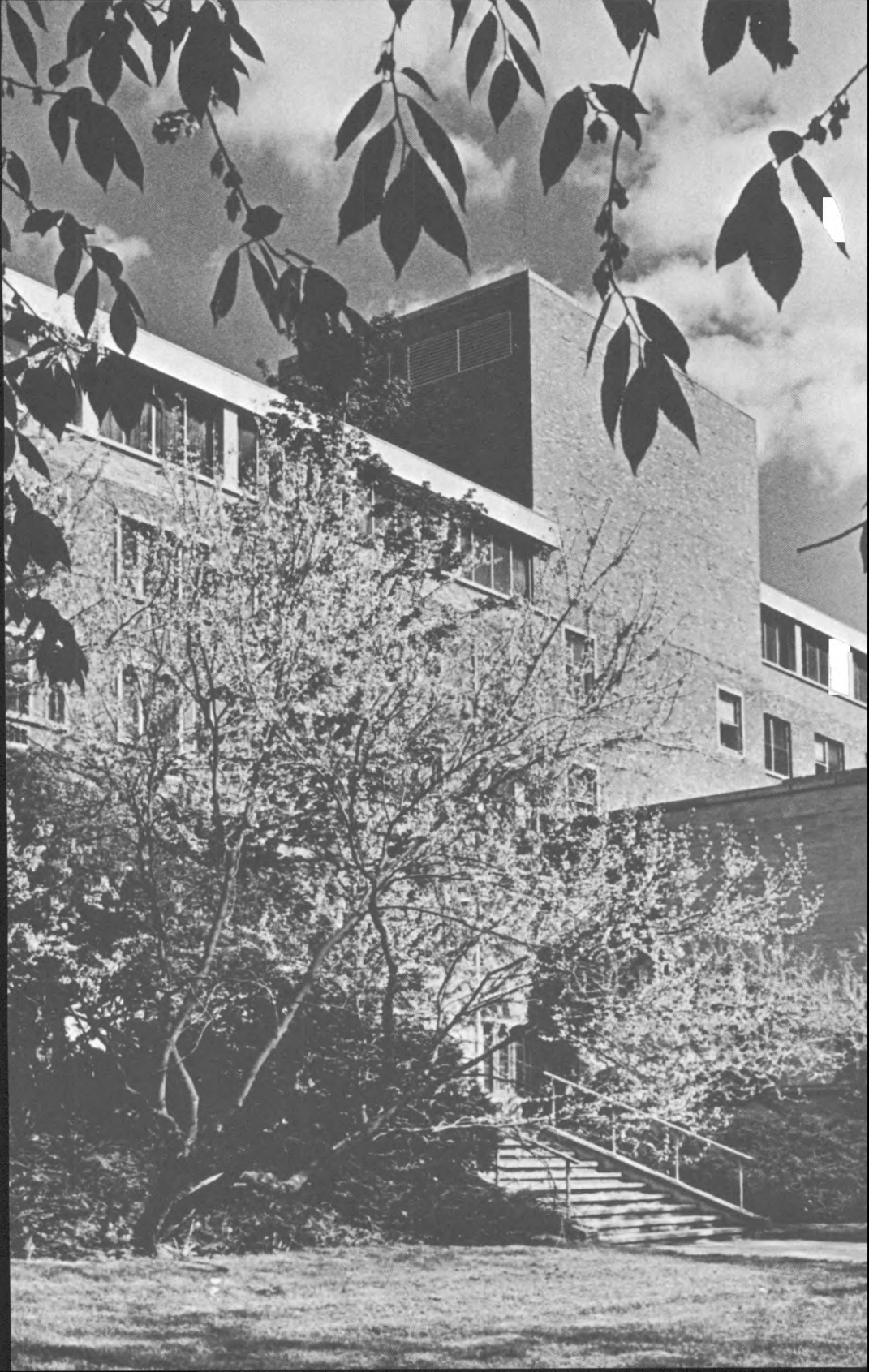
**1973-74**

## **Cornell Academic Calendar**

Registration, new students	Thursday, August 30
Registration, continuing and rejoining students	Friday, August 31
Fall term instruction begins	Monday, September 3
Instruction suspended for Thanksgiving recess, 1:10 p.m.	Wednesday, November 21
Instruction resumes	Monday, November 26
Fall term instruction ends, 1:10 p.m.	Saturday, December 8
First day of final examinations	Thursday, December 13
Last day of final examinations	Saturday, December 22
Registration, new and rejoining students	Thursday, January 24
Registration, continuing students	Friday, January 25
Spring term instruction begins	Monday, January 28
Instruction suspended, 1:10 p.m.	Saturday, April 6
Instruction resumes	Monday, April 15
Spring term instruction ends, 1:10 p.m.	Saturday, May 11
First day of final examinations	Friday, May 17
Last day of final examinations	Monday, May 27
Commencement Day	Monday, June 3

The dates shown in the Academic Calendar are subject to change at any time by official action of Cornell University.

In enacting this calendar, the University Senate has scheduled classes on religious holidays. It is the intent of Senate legislation that students missing classes due to the observance of religious holidays be given ample opportunity to make up work.



## Cornell University

# School of Hotel Administration

The 1972-73 academic year marked the fiftieth anniversary of the School of Hotel Administration. In 1922, at the request of the American Hotel Association, a four-year program of instruction in hotel administration, the first of its kind anywhere, was established at Cornell University. The School began as a department organized in what was then the School of Home Economics of the New York State College of Agriculture, and a single professor, the late Dr. H. B. Meek, met with a class of twenty-one students.

The intervening years have brought a gradual expansion in the faculty, curriculum, student body, and alumni organization. In 1950 the former department became the School of Hotel Administration, and in 1954, the School was separated from those state colleges to become a completely independent academic unit with the University, a college in its own right with its own faculty and dean. The School now has a full-time resident faculty of twenty-five, whose teaching activities are devoted exclusively to the development of the specialized programs offered by the School and to the instruction of its students. They are fully qualified in both the academic and practical aspects of their respective fields. Experienced in hotel and restaurant work, many are consultants to nationally important hotel and restaurant organizations.

The work of the resident Hotel School faculty is supplemented by the services of about sixteen other persons who offer specialized courses. Many of them are active hotel or restaurant executives, lawyers, accountants, or experts in advertising or human relations; they come to Ithaca from New York or Chicago at weekly intervals to bring, for study and discussion in the classroom, the current problems of their daily work.

Altogether the School offers some one hundred courses, totaling over 240 hours, developed by the School and designed expressly to meet the needs of its students. In addition, students have access without restriction to courses offered by all the other colleges of the University—courses of professional and of cultural value—and they are guided and stimulated to tap

generously the tremendous educational resources of the University.

In addition to the American Hotel and Motel Association, a number of other national associations, including the National Restaurant Association and the Club Managers Association of America, requested that programs be instituted to offer instruction in these fields. Members of these associations have provided financial support, have found places in their organizations for students and graduates, and have endorsed the curriculum on many occasions.

The late Ellsworth Milton Statler, creator of Statler Hotels, has been the School's principal benefactor. During his lifetime, Mr. Statler gave generously. Under the terms of his will, the Statler Foundation has continued to give generous support. The trustees of the Foundation have donated over \$7 million for the construction of Statler Hall, home of the School of Hotel Administration. To provide for adequate maintenance, the Foundation also gave an endowment of \$1,250,000. These and other gifts in support of the E. M. Statler Professorship, of research and publications, constitute a total of well over \$10 million.

In 1968, the heirs of the late Barney L. Allis, chairman of the board of Hotel Muehlebach in Kansas City, Missouri, contributed funds for visiting lecturers. In 1969, the Howard B. Meek Visiting Professorship was established by the Cornell Society of Hotelmen. In 1972, a \$1 million scholarship fund was established by the dissolution of the Taylor Scholarship Foundation, which had been founded in 1943 and directed by the late S. Gregory Taylor, owner of the St. Moritz and other New York hotels. After his death, the foundation was continued by his brother Charles, and his wife, Marica. Mrs. Taylor served as president of the foundation after her husband's death in 1961.

Other generous benefactors have supplied the impressive array of scholarships listed on pp. 18-24, thereby extending endorsement and encouragement to the School and financial assistance to the students.

Statler Hall viewed from the entrance to its fifty-two-room inn which also houses the University's faculty club.

## Educational Objectives

The program of the School of Hotel Administration at Cornell is based on the premise that the School has two major responsibilities to the student: (a) to prepare him to perform useful and effective work in the economic society and to receive in return sufficient income to maintain a reasonable standard of living, and (b) to provide him with a cultural background that will enable him to participate fully in society and enjoy the results of his professional success.

Management of a hotel or a restaurant calls for a wide range of capabilities. Guests must be received with cordiality and provided with comfortable, well-designed and tastefully decorated surroundings. They need appetizing, wholesome food that has been wisely bought, properly stored, skillfully prepared, and graciously served. Various other conveniences in public areas, conference and exhibit rooms, communication systems, and travel services are required for proper guest service. Further, a staff of employees must be recruited, trained, and motivated to provide hospitable service. Moreover, all must be successfully coordinated to return a profit to the establishment's investors.

A curriculum that will prepare a person to plan, direct, and oversee such a complexity of equipment and services must draw upon nearly every branch of science, technology, and the liberal arts. The hotel student at Cornell studies accounting, advertising, chemistry, communications, computers, economics, engineering, finance, food preparation, law, literature, marketing, meat products, nutrition, personnel management, psychology, public relations, and sanitation among other subjects. In addition, he has ample opportunity to partake of an extensive variety of subjects through his elective program. Most courses are approached in the light of their specific bearing on the hotel and restaurant business, but the breadth is such that while he is receiving thorough preparation for his chosen career, the hotel student is also achieving a basic liberal education.

## Statler Hall

Statler Hall is a unique educational building, designed expressly to meet the needs of the faculty and the students of the School of Hotel Administration. The building is in three parts: a classroom section, a practice inn, and an auditorium with full stage facilities. The classroom section, a substantial five-story building with over 115,000 square feet of space, is augmented by about 50,000 square feet of office, classroom, and laboratory space in the Alice Statler Auditorium wing. For instruction and research, these two sections provide nineteen lecture rooms, three auditoriums, sixteen laboratories, and sixty offices, all designed and equipped with the

latest instructional equipment. Students also have their own lounge with a fireplace, radio, television, and serving pantry.

The Howard B. Meek Library provides an extensive collection of publications numbering over 16,000 volumes, on hotel and restaurant operation and related subjects. The library has been the recipient of many gifts of display materials and personal collections. Among them are the Herndon Collection of 1,600 books, including many rare items; the J. O. Dahl Memorial Library; the books of W. I. Hamilton; the "Oscar of the Waldorf" (Oscar Tschirky) Collection of autographed dinner menus and memorabilia; the Pinco Collection of menus, dating back to the early 1900s; and the Vehling Collection of rare books and prints (about 500 of each) depicting the history of food and its cookery, the latter a personal gift from the late Mrs. Alice Statler.

Statler Inn, the practice inn, contains fifty-two guest rooms, including two suites, a fully equipped front office, and appropriate lounge areas. The Inn also has a variety of restaurants seating a total of 1,000 people: a formal dining room for 200, five private dining rooms for 8 to 100, two self-service restaurants for 150 and for 200, a cocktail lounge, and a ballroom for 400.

The Inn's facilities constitute a realistic laboratory for student instruction in operational procedures and managerial responsibilities for the hospitality industry. The School is fortunate in being able to develop for its students a close relationship between theoretical and practical instruction through the use of Statler Inn.

## Short Courses and Special Programs

Workshops for executives in the hotel, food service, and club fields are frequently scheduled by the School. Some are conducted on the Cornell campus, but others are held in various cities throughout the world. For detailed information, interested persons should write to Professor Donal A. Dermody, Director of Workshops, School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

During the summer, the School offers a series of short courses for persons actively engaged in hotel and restaurant work throughout the world. These courses range from one to three weeks in length and cover such topics as hotel and motel operation, advertising and sales promotion, personnel methods, food and beverage control, restaurant management, menu planning, quantity food preparation, food facilities engineering, housekeeping, restaurant accounting, hotel accounting, interpretation of hotel statements, and properties management. Requests for detailed information should be addressed to Summer School of Hotel Administration, Statler Hall, Ithaca, New York 14850.

The School is currently involved in a two-year





program in Puerto Rico aimed at furthering the development of the tourism industry there. Consulting and instructional staff is being provided by the School. Selected graduates of the program who have appropriate college credits will be admitted to the School to complete their degrees at Cornell.

## Research

In 1961, a research and development program was organized with initial funds from the Statler Foundation. The program has a full-time staff working on a variety of projects sponsored by foundations, government, and industry groups. Work under way or completed includes studies for data processing in the hospitality industry, involving National Cash Register (NCR); the United States Government regarding a program for training housing managers; marketing in conjunction with the American Hotel and Motel Association (AH&MA) and a number of interested hotel companies; Inter-Continental Hotels for training of technical personnel; International Foodservice Systems; applications of glass to food service; the uses of plastic dinnerware; mattress testing done in conjunction with the National Association of Bedding Manufacturers; and studies of tourism development and acceptance for Air Canada, the Caribbean, the Bahamas, and U.S. AID (Africa). In addition, research has been done on carpets and wall coverings, and on the use of convenience foods. Activities are reported in a bimonthly newsletter which is mailed to interested persons in the industry, the faculty, and the student body. In addition, more formal research reports are published in the School's quarterly magazine and often provide the basis for other articles and news items in the industry's trade press.

Although the primary goal of the School's research and development program is academic enrichment for students and faculty, it serves also as a valuable liaison with industry and is a source of funding for sponsored projects.

## Publications

The *Cornell Hotel and Restaurant Administration Quarterly*, published by the School of Hotel Administration since 1960, has readers all over the world. One of its primary services is the reporting of seminars and conferences held by the School and also the research projects performed by faculty and students. Reprints of *Quarterly* articles are generally available.

The staff of the *Quarterly* has also collaborated with the American Hotel and Motel Association and other organizations in publishing a variety of manuals for use in the field. In addition, the School publishes some of its own textbooks and manuals, many of which are used in the industry and in other colleges both in the United States and abroad.

## School-Industry Cooperation

A close and pervasive relationship between the School of Hotel Administration and the hospitality industry benefits all participants. Students in the School gain from the curriculum enrichment that results from seminars, workshops, and lectures given by executives actively engaged in the field and from the less formal but vital personal contacts they make with industry personnel. The School's teaching, research, and publications programs benefit from the source material—problems gathered from actual situations—as well as from research funds provided by industry. Industry benefits from the research and publications of the School and also from the School's diverse program of short courses, workshops, and conferences planned for its personnel. In addition, consulting services are available from the School's staff, and a steady flow of well prepared graduates are provided to fill the needs of the constantly expanding industry.

Several organizations cooperate with the School in a work-study program through which juniors and seniors become management trainees. Students enrolled in the program receive instruction from the firm's management and from the School's administration during the period of course enrollment. Details of this program are given on pages 32–33 under Practice Requirements, and on page 43 under Directed Studies.

## Student Life

Students enrolled in hotel administration are full-time Cornell University undergraduates, and, as such, are eligible for and involved in all regular student activities. They participate in varsity and intramural sports, belong to musical groups, become cadet officers in the three Reserve Officer Training Corps, hold offices in student organizations, and participate in the myriad extracurricular activities available. They are eligible to become members of social and the appropriate honorary fraternities.

Students are also eligible for elective office in the University Senate and to serve on the School's Student-Faculty Committee—a group which meets regularly to discuss matters relating to student affairs. They may also be invited to serve on the Triad Committee—a group representing alumni members of the Cornell Society of Hotelmen, and the School's faculty and students. This committee provides a liaison between the School and industry.

## Organizations

Every student is eligible for membership in the Cornell Hotel Association. This association conducts a series of student-industry seminars with the aid of executives of the American Hotel and



Motel Association and of the National Restaurant Association, and arranges for industry leaders to come to the campus and share their objectives and problems through formal and informal meetings with the students.

Each year a group of upperclassmen attends the convention of the New York State Hotel and Motel Association, visits the New York City National Hotel Exposition, and makes a tour of inspection of metropolitan hotels. Groups also attend the National Restaurant Association Convention/Midwest International Hotel and Motel Show in Chicago, the New England Hotel and Motel Exposition in Boston, and the Canadian Hotel and Restaurant Exposition in Toronto. The students participate in social functions associated with the conventions and with the Cornell Society of Hotelmen, the alumni organization which entertains the attending hotelmen at receptions.

Under the auspices of the Cornell Hotel Association, informal teams are organized to represent the School in intramural sports, a predominant feature of Cornell athletic activity.

By student election, upperclassmen who distinguish themselves in student projects win memberships in Ye Hosts—the recognition organization of the School, which serves as a reception committee for new students and for visiting hotelmen. Chapters of the Junior Hotelmen of America and Les Amis d'Escoffier, the Hotel Sales Management Association, and the Club Managers Association of America have been established at Cornell.

## Hotel Ezra Cornell

The annual Hotel Ezra Cornell is a weekend project in which the students organize and finance a hotel operating company. Statler Hall is opened and run as a hotel with all the appropriate ceremony. Without faculty assistance, the students organize a regular three-day convention program, including symposia, workshops, and addresses, and an appropriate concomitant array of social events, receptions, luncheons, and dinners. In attendance are the presidents of the leading group hotel and restaurant organizations, and the chief executives, operators, and managers of hotels, restaurants, and institutions of all kinds.

## Housing and Dining

The University provides a variety of residence halls accommodating approximately 5,400 students. One group of residence halls is west of Willard Straight Hall, about a five-minute walk down the hill from the heart of the campus. It includes the Baker complex, accommodating about 550 freshmen and upperclassmen and women; University Halls, composed of six separate units, each housing about 225 men and

women; and the Agnes and Jansen Noyes Center. The Center serves as a focal point of activity for residents of the area and provides dining services, lounges, recreational facilities, study areas, and meeting, typing, and music rooms.

Residence buildings on the north side of the campus accommodate about 2,700 men and women. They include some of the oldest dormitories on campus as well as the newest. The North Campus Union between the two high-rise houses of the North Campus Student Residences contains recreational facilities, dining services, craft room, store, mail distribution center, and lounge areas.

During the freshman year all students are strongly encouraged to live on campus in University residence halls. Beyond that students are free to choose between privately owned off-campus housing or University residence. There is special housing provided for married students.

Students should note that acceptance by the University does not necessarily guarantee the availability of on-campus housing. Therefore, all students are urged to apply immediately upon notification of acceptance to the University. Application forms for University residence halls will be mailed automatically by the Office of Admissions to each candidate for admission as a freshman or transfer student at the time of notification of provisional acceptance to the University.

Cornell has no formal dining requirements for its students; they may eat where, when, and what they choose whether or not they live in University residence halls. The University maintains a number of public dining units in various convenient places on the campus. Hotel students take many of their meals at the student cafeteria in Statler Hall, where the preparation and service are largely the work of their fellow students.

Optional dining plans are offered for students who may wish to prepay some of their board costs rather than pay cash for each meal. The plans are designed to be flexible, taking into account students' habits and schedules as well as convenience and economics.

Further information on housing and dining may be found in the *Announcement of General Information*.

## Health Services and Medical Care

Health services and medical care for students are centered in two Cornell facilities: the Gannett Medical Clinic for outpatient care; and the Sage Infirmary for hospital care. Students are entitled to unlimited visits at the Clinic (appointments with individual doctors at the Clinic may be made, if desired, by calling or coming in person; an acutely ill student will be seen promptly whether he has an appointment or not).



**Emergency Service:** Students who need medical attention during the hours the Clinic is closed, may go to Sage Infirmary. If an accident or serious illness occurs, the physician on Emergency Service may be reached by calling 256-3493 during Clinic hours or 256-6962 after Clinic hours. Students are also entitled to laboratory and x-ray examinations indicated for diagnosis and treatment, hospitalization in the Sage Infirmary with medical care for a maximum of fourteen days each term, and emergency surgical care. The cost of these services is covered by tuition. There is an elective insurance plan available. Students are advised to consult the *Announcement of General Information* for details.

If, in the opinion of the University authorities, the student's health makes it unwise for him to remain in the University, he may be required to withdraw.

## Military Training

As a land grant institution chartered under the Morrill Act of 1862, Cornell has offered instruction in military science for more than one hundred years. This instruction is provided by the Department of Military Science (Army ROTC programs), the Department of Naval Science (Naval ROTC programs), and the Department of Aerospace Studies (Air Force ROTC programs).

The ROTC programs offer to students the opportunity to earn a commission while completing their education, thus enabling them to fulfill a military commitment as an officer rather than through the draft. To obtain a commission in one of the armed services, a student must complete a four-year course of study in an ROTC program and meet certain physical and mental requirements. Upon graduation, the student receives a commission and serves a required tour of active military service. Participation in ROTC is voluntary. It is advisable for interested students to enroll in the fall of the freshman year since openings in the two-year programs might be restricted, depending on conditions at a particular time. Detailed information concerning the ROTC programs is provided in the *Announcement of Officer Education*.

## Athletics

Cornell supports one of the largest intercollegiate athletic programs in the country and belongs to the Ivy League. There is also, for men, an extensive intramural and informal sports program which includes badminton, basketball, billiards, bowling, boxing, broomstick polo, cross-country, fencing, golf, hockey, horseshoes, judo, sailing, skating, skiing, soccer, softball, swimming, table tennis, touch football, track, volleyball and wrestling.

The women's intercollegiate competitive sports program includes basketball, bowling, fencing, field hockey, golf, gymnastics, ice hockey, la-

crosse, polo, sailing, skiing, swimming, tennis, and volleyball.

## Motor Vehicles

Because of the limited number of on-campus parking spaces it has been necessary to require students to register their vehicles with the Traffic Bureau and to abide by the rules and regulations set forth in the pamphlet *Regulations Governing Motor Vehicles*, which is made available at registration.

Further information regarding motor vehicles may be found in the *Announcement of General Information*.

## Placement

A student at Cornell's School of Hotel Administration receives help in finding interesting, satisfying work in his chosen field in many ways throughout his college years. The School and its work are known to hotel and restaurant executives all over the world. The student, through attendance and participation in seminars, lectures, hotel conventions, and such campus activities as Hotel Ezra Cornell, has ample opportunity to meet interesting and important people in the field. Many highly respected hotelmen are themselves Cornell graduates with a particular interest in the School and its students. The School also maintains, in cooperation with the Cornell Society of Hotelmen, an active placement service to help students obtain hotel jobs during the summer as well as to assist them in finding permanent positions.

A number of hotel and restaurant organizations offer internship or trainee programs to juniors and seniors in the School. The details vary from one organization to another, but such programs usually involve a year or more of work for the student in the various departments of the sponsoring organization and frequently include supplemental instruction as well. In some cases, there is no commitment beyond the training period; in other cases, specific plans for future employment are part of the arrangement. Some of the organizations which have offered training programs are ARA Services, W. E. Disney Enterprises, Hilton Hotels, Inter-Continental Hotels, I.T.T.-Sheraton Hotels, Marriott Corporation, Saga Food Service, Sonesta International Hotels, and Stouffer's.

The programs provided by the School, the helpful contacts a student makes during his college years, and the admirable record of Cornell graduates in the field, have combined with the placement service of the School to produce an enviable record: 98 percent employment of graduates throughout the history of the School. Every year, every graduate has had opportunities available to him. A survey of earnings has also shown that the financial suc-

Students and faculty mingle in the student lounge. A senior describes her plans for a student-industry seminar with Dean Beck and Assistant Dean Gaurnier.

cess of graduates of the School is high in comparison to those in the field without college degrees and in comparison to college graduates in other fields where a degree is required.

## Alumni

The alumni of the School of Hotel Administration take an active interest in furthering the academic goals of the School and in assisting graduates with placement opportunities. Presently, the Cornell Society of Hotelmen has organized a group known as the Triad Committee, composed of representative members and of the School's faculty and students, which provides strong liaison between industry and the academic program.

The first Cornell hotel class was graduated in 1925 with eleven members. On May 25, 1973, there were 3,233 living graduates. Cornell graduates have given extensive leadership to their chosen profession. J. Frank Birdsall '35 is president, Paul R. Handlery '43 is president-elect, Richard E. Holtzman '41 is secretary, and Roy Watson '48 is past president of the American Hotel & Motel Association; David H. Ripper '40 is past president of the Club Managers Association of America; Winthrop W. Grice '53 and Louis E. Rogers '52 are past presidents of the Hotel Sales Management Association; John C. Birchfield '57 is president and Theodore W. Minah '32 is past president of the National Association of College and University Food Services; Robert D. Flickinger '47, Robert E. Heilman '45, Martin L. Horn, Jr. '50, and Henry A. Montague '34 are past presidents of the National Restaurant Association. Many alumni are presidents of their respective state, hotel, and restaurant associations.

Similarly it will be noted that Cornell graduates are in highly responsible business positions with the large hotel groups: Charles A. Bell, Jr. '49 is vice-president of administration of Hilton Hotels International; Paul R. Handlery '43 is president of Handlery Hotels; Lynn P. Himelman '33 is chairman of Western International Hotels; Richard E. Holtzman '41 is president of Rock-resorts; Howard P. James '46 is president, and Marshall C. Warfel '33 is a vice-president of I.T.T.-Sheraton Corporation and Richard W. Barger '56 is northeast regional director of Sheraton Hotels and Motor Inns; Lawrence H. Lee '30 is president of Lee Hotels Company; Wallace W. Lee, Jr. '36 is vice-president of Howard Johnson's Accommodations Group; Henry O. Barbour '48 is vice-president of Manpower and director of Research for Inter-Continental Hotels Corporation; Alfred B. Merrick '30 is president of the Roger Smith Hotels; E. Roland Milner '55 is president of Milner Hotels; Paul Sonnabend '50 is president of Sonesta International Hotels; Curt Strand '43 is president of Hilton International; R. Kane

Rufe '52 is senior vice-president of operations of the Far East Division for Inter-Continental Hotels; Jerome B. P. Temple '38 is senior vice-president of Holiday Inns; Robert M. Brush '34 is senior vice-president of Travelodge Corporation; Roy Watson '48 is president of the Kahler Corporation; Robert M. James '54 is executive vice-president of Hospitality Management Corporation; and Walter D. Child, Jr. '53 is president of Inter-Island Resorts.

Many of the country's noted individual hotels are managed and many are owned by Cornellians. In New York City, the St. Moritz and Park Lane Hotels are managed by John N. Mados '49 and the Sonesta Plaza by John F. Craver '52. In Dallas, the Sheraton is managed by Henry L. Rather '52 and the Marriott by Richard M. Stormant '58; in St. Louis, the Chase Park Plaza by Lee Schoenbrunn '40; in Kansas City, Philip Pistilli '54 is president of the Alameda Plaza Hotel. In Houston, Edward T. Wright, Jr. '58 is general manager of the Marriott; in Boston, William R. Ebersol '48 is vice-president and general manager of the Ritz Carlton Hotel; in California, John A. Norlander '53 is general manager of the Beverly Hilton Hotel in Beverly Hills, Peter P. Fuller '53 is general manager of the Sheraton Harbor Island Hotel in San Diego, and Roger W. Krakow '48 is manager of the Commodore Hotel in San Francisco; in Honolulu, Dean T. W. Ho '64 is executive vice-president of the Ilikai; in New Orleans, Archie A. Casbarian '62 is vice-president and general manager of the Royal Orleans, and A. Bruce McFarland '63 is general manager of the Pontchartrain Hotel; in Miami Beach, Louis E. Rogers '52 is president of the Fontainebleau; and in Miami, Marley Halvorsen '54 is general manager of the Marriott. In White Sulphur Springs, West Virginia, E. Truman Wright '34 is manager of The Greenbrier; James Barker Smith '31 is president of Wentworth-by-the-Sea in Portsmouth, New Hampshire; Irving A. Harned '35 is vice-president and manager of The Cloister at Sea Island, Georgia; and Paul L. Grossinger '36 is president of Grossinger's.

Many foreign hotels are managed by Cornellians: The Dome, Kyrenia, by Andreas Catsellis '50; The Residency, Pretoria, by Frederik Groeneveld '31; The Milano Hilton by Manfred G. Matsysik '62; the Schweizerhof by Ruedi W. Schelbert '55 and the Bristol-Kempinski by Rudolph W. Munster '62 (both in Berlin); the Pacific by Yoshikatsu Gamo '53, the Takara by Yoshikazu Honzawa '61, the Imperial by Ichiro Inumaru '53, the Shiba Park by Jiro Inumaru '55, the Marunouchi by Kiyoshi Kobayashi '57 (all in Tokyo); the Empress, Hong Kong, by Peter Sun '63; the El Mansour, Casablanca, by Philippe Mocquard '55; the Oberoi Inter-Continental, New Delhi, by Prithipal B. Lamba '56; the Nataraj, Bombay, by Ravi K. Ghai '66; the Summit by Oro V. Escarraga '56, the Mandarin by Hermann Jenny '66, the Oberoi Imperial by Sven E. Jorgensen '56, the Hilton by

Ewe Hin Lim '58 (all in Singapore); and numerous other hotels around the world.

Many Cornell graduates also hold responsible positions in the restaurant industry: Edwin S. Weber, Jr. '52 is president of the A. & W. International; James W. McLamore '47 is chairman of the board of Burger King Corporation; C. Alan MacDonald '55 is president of Stouffer Foods, a division of Nestle Alimentana, S.A.; Burton M. Sack '61 is general manager of Howard Johnson's Ground Round Division; Richard J. Bradley '63, Robert A. Freeman '63 and Peter E. Lee '63 are partners in the Victoria Station Restaurants; and Edward B. Plenge '53 is president of Depot Restaurants. Many other Cornellians hold executive positions in multiunit operations such as Marriott Corporation, Dobbs House, and Host International.

Among the large industrial food service companies, Henry A. Montague '34 is chairman of the board of Greyhound Food Management; Robert D. Flickinger '47 is president of Service Systems Corporation; Philip T. Yochum '48 is president of Servomation Mathias; William F. Deal '41 is president of the Business and Industry Divisions of ARA Services; and John F. Farr '39 is vice-president of the Canteen Company of America.

Among alumni involved in hospital administration are John W. Colby '48, St. Luke's Memorial in Spokane; Victor F. Ludwig '34, the George Washington Clinical Center in Washington, D.C.; and Robert H. Sweeney '52, the Alfred I. duPont Institute in Wilmington, Delaware.

College residence halls and dining facilities directed by Cornellians include those at Brown (William N. Davis '31 and Normand C. Cleaveland, Jr. '57), Cornell (Arthur A. Jaeger '62), Duke (Theodore W. Minah '32), Harvard (C. Graham Hurlburt, Jr. '53), Illinois (S. Kent Dohrman '61), Indiana State (Monte J. Bradley '60); Minnesota (Robert E. Ledder '48), Notre Dame (Edmund T. Price '47), Ohio State (J. Robert Zellmer '43), Princeton (Thomas P. Root '58), Tennessee (John C. Birchfield '57 and Norman D. Hill '58), Washington State (Alexander A. Mackimmie '61 and Samuel L. Huff '59), and Yale (Albert R. Dobie '56).

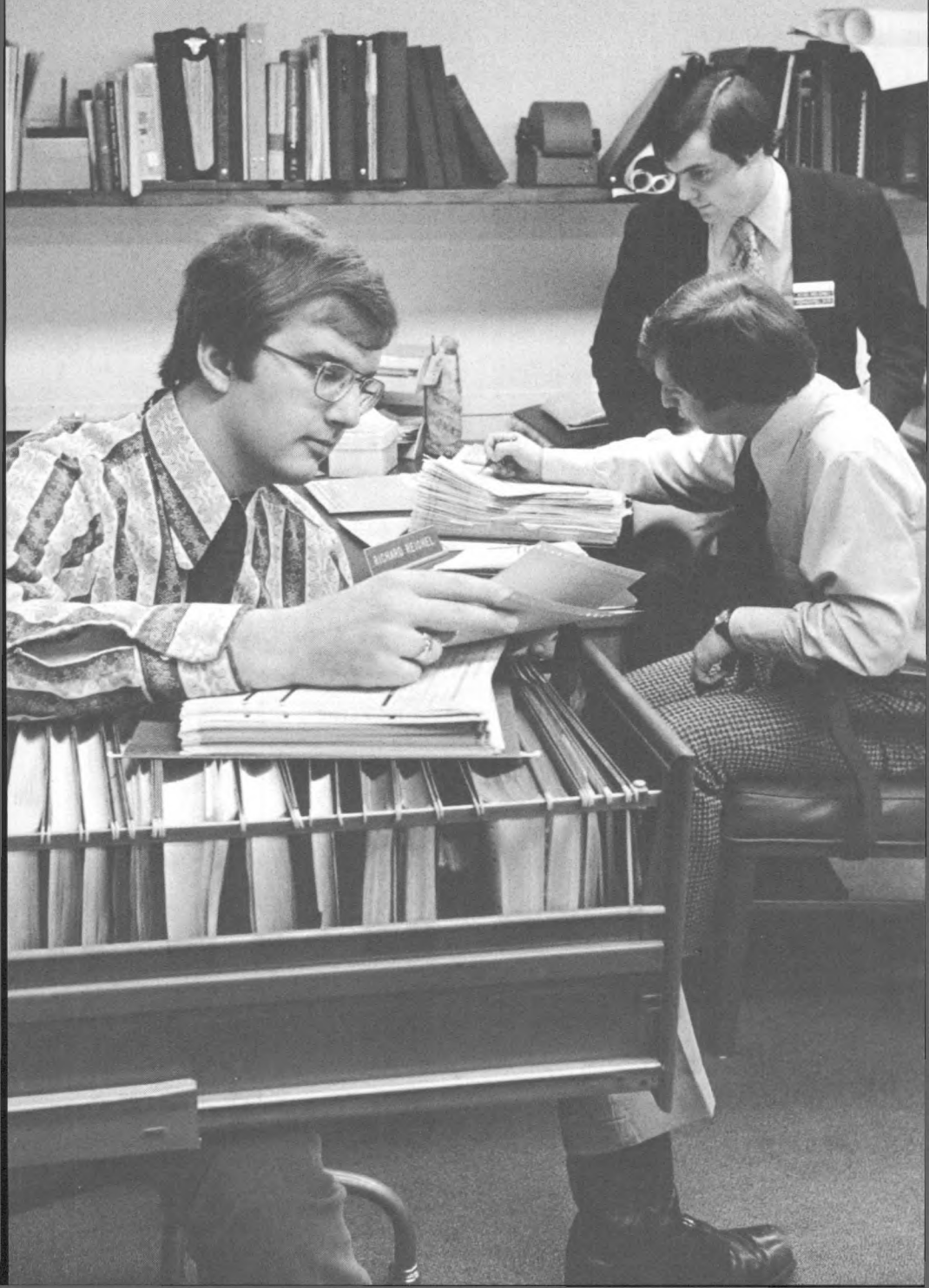
Alumni associated with the airlines in an executive capacity include: A. R. D'Agostino '56, vice-president of the Restaurant & Catering Division of Sky Chefs (American Airlines); James P. Duchscherer, vice president, Hotels, Continental Airlines; C. William Herbig '55, vice-president of Customer Services for Sky Chefs; Philip J. Parrott '41, In-Flight Services director for Continental Airlines; Saul S. Rabia '65, dining services director for Eastern Airlines; and John P. Treadwell '61, senior director of In-Flight Service Planning for Pan American Airways.

Alumni are also active in the club field: Raymond M. Adams '50 is manager of the New York Princeton Club; Kenneth R. Burger '58 is manager of the New York Racquet and Tennis Club; Charles L. Coulson '56 is manager of the Harvard University Faculty Club; Ara Daglian '57 is manager of the New York Cornell Club; Edward R. Felshow '52 is manager of the Charlotte Country Club in North Carolina; John N. Penn '49 is manager of the New York Union League Club; James T. Poteet '56 is manager of the Baltimore Country Club; Whitney Travis '42 is manager of the New York Athletic Club; and Raymond D. Watts '56 is manager of the Houston Club.

Those in charge of hotel school programs include: Yunus Aslan '63, Hotel and Tourism Training Center, Ankara, Turkey; Robert A. Beck '42, Dean of the Cornell University School of Hotel Administration; Brian G. Harron '66, University of Minnesota Technical College Hotel, Restaurant, and Institution Department; Douglas C. Keister '54, University of Denver School of Hotel and Restaurant Management; Ralph W. Nestor, Jr. '66, Southwest Minnesota State College Division of Hotel, Restaurant & Institutional Management; and Harry J. Purchase '49, Paul Smith's College Hotel Department.

In other areas, alumni are active in hotel accounting firms (John D. Lesure '44, General Partner, Laventhol Krekstein Horwath & Horwath); advertising firms (H. Victor Grohmann '28, Chairman of the Board, Needham & Grohmann); associations (William P. Fisher '60, Executive Director, National Restaurant Association; and Richard M. Landmark '51, Executive Vice President, Council on Hotel, Restaurant and Institutional Education); banks (Stephen P. Pendias '42, Vice President, Irving Trust Company); insurance companies (Robert P. Stieglitz '31, Assistant Vice President, New York Life Insurance Company); and food companies (Edward J. Vinnicombe, Jr. '33, Vice President, McCormick & Company).





## Finances

The School is fortunate in having extensive scholarship resources donated by generous friends and alumni in industry. As the costs of education increase, more entering students are unable to meet these costs without assistance. Thanks to the scholarships mentioned below, the School is able to offer grants and short-term loans, as well as job opportunities within the framework of either the Work-Study or the Practice Requirement programs.

The Work-Study program, available to a limited number of juniors and seniors, provides supervisory positions in the School-operated Statler Inn. The Practice Requirement program offers part-time employment in many areas of the Inn. In addition to these programs there are teaching assistantships in the School open to seniors and graduate students. Applications for these positions may be submitted after the student has completed one full year at the School.

Other opportunities are available to the student wanting to contribute to his self support. During the academic year, the student can ordinarily earn his room or his meals, thereby reducing his school year budget. While many earn more, their sacrifice of time and energy limits their academic attainment, especially during the first year. Savings from work during the summer and the winter intersession range from \$500 to \$1,200.

For detailed information regarding tuition, fees, and expenses students may send for the *Announcement of General Information*, Cornell University Announcements, Day Hall, Ithaca, New York 14850.

In brief, the student will be held, on registering each semester, for tuition of \$1,590.\* Living expenses depend upon the student's taste and standards and probably range upwards from \$1,000 a term. Thus, for the school year of nine months, a total of about \$5,400 is needed. Clothing, transportation, and fraternity dues are not included.

\*Tuition and fees may be changed by the Board of Trustees to take effect at any time without notice.

As part of the Work-Study program, selected upperclassmen become managers for Statler Inn, which has fifty-two rooms and restaurants seating 1,000.

## Scholarships and Other Aids

Many students displaying real promise and ability simply cannot meet their financial obligations without substantial scholarship assistance. The veteran is likely to find it necessary to supplement his G.I. aid. The School of Hotel Administration has developed considerable financial aid and loan resources so that many worthwhile young people can count on assistance. Attention is called to the fact, however, that the School can only supplement personal resources.

Financial aid is available from the general scholarship fund of the University and a number of Hotel School scholarships. Aid is available through work opportunities in the Statler Inn and Club, on the campus, and in the community. The loan funds of the Cornell Society of Hotelmen, the Guiteau Fund, and other organizations are also available.

## Applications

### Freshman Applicants and Transfer Students

seeking scholarship aid through any of the scholarships awarded by Cornell University may become applicants by filling out the financial aid form sent with the Cornell admission application (form 1). It is also necessary for students, except for veterans and those over 25 years of age, to file a Parent's Confidential Statement forms obtainable from their high schools.

The application is handled through the College Scholarship Service, which centrally processes scholarship applications for a large number of universities so that information provided for Cornell is available for use by all other participating institutions as well. The application then becomes valid for any scholarship open to Cornell students, for any scholarship awarded by the School of Hotel Administration, and for such scholarships at other institutions as may be indicated. The application for financial aid is due with admission application (form I) for freshman applicants and admission application (form II) for transfer applicants.

In the awards, consideration is given to the financial situation of the student and his family and to his academic ability as evidenced by his preparatory school record, his scholastic aptitude test scores, and the interview.

Prospective students are eligible also for a number of scholarships awarded by non-Cornell agencies. Some of them are described on p. 23. New York State offers various types of financial assistance to qualified college students who are State residents. Information may be obtained by writing to the Regents Examination and Scholarship Center, New York State Education Department, Albany, New York 12201.

**Continuing Students** already enrolled in the School may obtain scholarship application blanks at the School office. In making the award to a continuing student, consideration is given to need as evidenced by the family's financial situation, and by the student's scholastic record as well as his overall promise.

## Scholarships Awarded by the School

**The Laventhol Krekstein Horwath & Horwath Scholarship**, endowed by the original firm of Horwath & Horwath as the School's first scholarship, now adds to the income on the endowment an amount to bring the annual total available to \$1,500.

**The New Jersey State Hotel-Motel Association Scholarships** are supported by an annual grant of \$400 from the New Jersey State Hotel Association. In the award, preference is given to residents of New Jersey.

**The Pennsylvania Hotel-Motor Inn Association Scholarship**, established in 1933, entitles the holder up to \$500 a year. In the award, preference is given to residents of Pennsylvania.

**The Harris, Kerr, Forster & Company Scholarship**, established by the firm of accountants of that name is supported by an annual grant of \$500, and is awarded to worthy students of promise in the accounting field.

**The Needham and Grohmann Scholarship**, established in 1933 by the advertising agency of that name, entitles the holder to \$500 a year, and recognizes particularly scholarship in hotel advertising.

**The A. E. Stouffer Scholarship**, established by the Stouffer Corporation, operators of the Stouffer Restaurants in Cleveland, Detroit, Philadelphia, Pittsburgh, New York, and Chicago, entitles the holder to the income available from the A.E. Stouffer Scholarship Fund of \$5,200 and recognizes particularly scholarship in subjects related to restaurant operation.

**The New York State Hotel and Motel Association Scholarship**, supported by subscriptions from members of that association, provides stipends of varying amounts. In the award, preference is given to residents of New York State.

**The Partridge Club Scholarship**, established by the Partridge Club of New York, Inc., is supported by an annual grant of approximately \$1500. The award is open to a needy student who is a citizen of the United States and a resident of metropolitan New York.

**The Thomas L. Bland Scholarship**, consisting of the income available from a bequest of \$10,000, is given to a "deserving and needful person," preference being given to residents of the late Mr. Bland's native state of North Carolina.

**The F. and M. Schaefer Scholarship** was established in 1940 by an endowment of \$12,500 as a memorial to Frederick and Maximilian Schaefer, founders in 1842 of the F. and M. Schaefer Brewing Company. In making the award, preference is given, where equitable, to students from New England or the Middle Atlantic states.

**The Ralph Hitz Memorial Scholarship** is supported by an endowment of \$10,000 contributed by his friends to honor the memory of the late Ralph Hitz, founder of the National Hotel Management Company.

**The Herbert L. Grimm Memorial Scholarship** consists of the income from an endowment of approximately \$3,000 contributed by the friends of the late Mr. Grimm through the Pennsylvania Hotels Association, of which he was for many years an active member.

**The Albert Pick Hotels and Motels Scholarship** is supported by an annual donation of \$500 from Albert Pick, Jr., president of the Pick Hotels Corporation, Chicago, Illinois.

**The Koehl, Landis, and Landan Scholarship** is an annual grant of \$250 donated by the advertising firm of that name.

**The Duncan Hines Foundation Scholarships** are grants of \$750 donated by the trustees of the Duncan Hines Foundation, for the benefit of students "engaged in special studies in foods, food values, dietetics, culinary arts, and similar subjects."

**The John Sherry Scholarship** was established in recognition of Mr. Sherry's many years of voluntary service on the faculty.

**The Anheuser-Busch Scholarships**, supported by an annual donation of \$2,500, are awarded on the basis of academic excellence, financial need, and leadership qualities.



**The Lucius M. Boomer Scholarship**, representing the royalties of Mr. Boomer's book, *Hotel Management*, is available through the generosity of Mrs. Boomer for award to students from Norway, her native country.

**The Frank A. McKowne Scholarship**, originally established by the School itself in memory of Mr. McKowne and in recognition of his many years of service as chairman of the Committee on Education of the American Hotel Association, was endowed in 1952 by the Statler Foundation, of which he was for many years a trustee. Grants are made according to need in amounts of up to \$1,500 a year.

**The McCormick and Company Scholarship** is supported by an annual grant of \$600 from McCormick and Company of Baltimore. It is awarded to students in need of financial assistance who, in respect to superior character, interest, and scholarship, give evidence of being worthy recipients.

**The Hotel Association of New York City Memorial Scholarships**, established by that association as memorials to its deceased members, are supported by annual grants of \$1,000. The awards are open to needy and worthy students from the area of metropolitan New York. Preference is given to children of hotel workers.

**The Ellsworth Milton Statler Scholarships** were established by the Statler Foundation in memory of the founder of Hotels Statler Company, who was the donor, through the Foundation, of Statler Hall. The scholarships are awarded to promising needy students and carry an annual stipend of \$1,500 to \$2,500 each, according to the need.

**The Pittenger Scholarship** was created from a bequest of \$3,000 by the late George W. Pittenger, for many years an officer of the American Hotel Association. The award is open to a worthy student from Switzerland.

**The Callis Scholarship**, initiated through the generosity of the late Mr. H. B. Callis, long-time friend of the School, in the name of his two sons, E. C. Callis '42, and H. B. Callis, Jr. '49, is supported by the income from an endowment of over \$10,000.

**The Howard Johnson Scholarships**, initiated in 1955, are maintained by annual grants from the Howard D. Johnson Company. The scholarships carry a stipend of \$500 and are awarded on the basis of promise and need, with preference to those interested in restaurant work.

**The National Association of Hotel and Restaurant Meat Purveyors Scholarship**, awarded on the basis of need and without regard to race, religion, or national descent, provides \$250 annually.

**The Hilton Hotels International Scholarship** of \$2,000 was established by Conrad N. Hilton to be awarded each year to outstanding foreign students whose scholastic record and personal character and attributes make them worthy of recognition.

**The H. B. Meek Scholarship** was initiated by E. Lysle Aschaffenburg, who solicited contributions from friends and alumni.

**The Scholarship of the New York City Chapter, Cornell Society of Hotelmen**, is maintained by contributions from members of the Chapter. In the award, preference is given to candidates from the metropolitan New York area.

**The Scholarship of the Philadelphia Chapter, Cornell Society of Hotelmen**, is maintained by contributions from members of the Chapter. Preference is given to candidates from the Philadelphia area.

**The Georges and Marian St. Laurent Scholarship** is the gift of Mr. '33 and Mrs. St. Laurent. This scholarship is open to undergraduate men and women who have completed at least one term in residence.

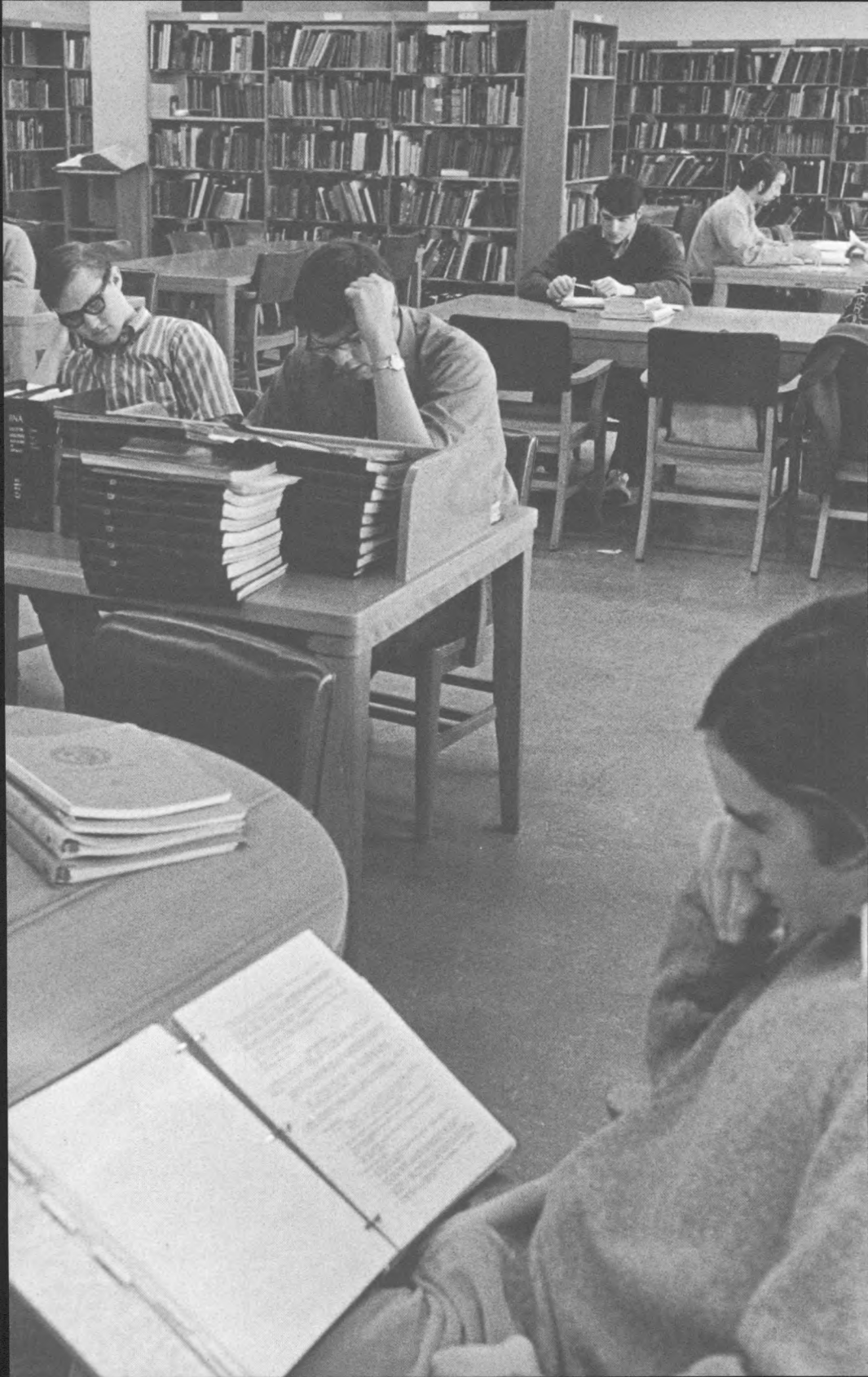
**The John Courtney Memorial Scholarship** was established by the Cornell Society of Hotelmen, the organization of the alumni of the School of Hotel Administration, in memory of John Courtney, a member of the School's first graduating class, a long-time member of its faculty, and secretary of the Society from its founding in 1928 to his death in 1957. Members of the Society and friends have raised a fund of \$10,000.

**The Club Managers Association Scholarship** is supported by annual donations in varying amounts from the Club Managers Association of America.

**The Grossinger Scholarships**, established in tribute to Mrs. Jennie Grossinger, are supported by annual grants of \$250 each from Mrs. Grossinger's son Paul '36, and from the Grossinger Hotel.

**The Pleasant Valley Wine Company Grant** is supported by an annual contribution of \$1,000 for worthy students of the School of Hotel Administration, with preferences given to those who are employed at the Statler Inn.

**The Corning Glass Works Foundation Scholarships**, originally established in 1960, have now been endowed through a Centennial Campaign gift and are awarded on the basis of merit and need.



**The Taylor Scholarships** are provided from the income of a \$1 million endowment to the School in replacement of the Taylor Scholarship Foundation established and directed during his lifetime by the late S. Gregory Taylor, former president of the Hotel St. Moritz in New York City. It was later directed by his brother, Charles G. Taylor, and presently by the latter's widow, Marica A. Taylor. Awards are made to outstanding students on the basis of scholarly achievement, evidence of high moral character, promise of leadership in the hotel and restaurant field, and financial need. Awards up to a maximum of \$3,000 annually are determined by the individual applicant's resources and needs. All students accepted by or currently enrolled in the School of Hotel Administration at Cornell are eligible, but preference is given to those of Greek descent.

**The National Distillers Products Scholarship** is supported by an annual grant of \$1,000 from the National Distillers Products Company.

**The Banquet Managers Guild Scholarship** is maintained by a grant of \$2,000 to be awarded over four years.

**The Cornell Society of Hotelmen Memorial Scholarship** has been established by individual subscriptions and a grant of \$5,000 from the Society as a continuing memorial to deceased alumni and friends of the School of Hotel Administration; currently including: Isabelle Anderson, Joan Anthony, Leslie Bentley, Robert Buell, Morgan R. Cary, Charles Christoph, Walter Clist, Jr., John M. Crandall, Russel T. Downs, Clark Fountain, Ernest Henderson, E. Charles Jackson, C. Frederick Kellogg, Jr., Edgar A. Kudlich, William H. Lodge, Robert E. Love, John J. Lynch, H. Alexander MacLennan, Curtis Mosso, Jess B. Neuhauser, James L. Newcomb, Bruce Parlette, Karl F. Perry, Clifford Reulein, Eben S. Reynolds, Thomas W. Silk, and Raymond Williams.

**The Howe Folding Furniture Scholarship**, established by the manufacturing firm of that name, is supported by an annual grant of \$500 and particularly recognizes interest and scholarship in the field of convention hotel operation. Preference is given to members of minority groups.

**The Loew's Hotels Scholarship** was initiated through the generosity of Mr. Preston Robert Tisch, president of Loew's Hotels, Inc., and represents an annual grant of \$1,000.

**The Mövenpick Scholarship**, an annual gift of \$500, was given by Mr. Ueli Prager, president of Mövenpick, Ltd., a Zurich restaurant chain. The scholarship will be given to a Swiss student who demonstrates financial need and academic promise.

**The Dorothy and Charles '26 Sayles Grant-in-Aid** is open to a needy and promising hotel student who has completed at least one term in the School of Hotel Administration.

**The Merle Marcus Memorial Scholarship** is an annual donation of \$100 in memory of a deceased member of the Southern California Chapter of Hotel Sales Management Association.

**The Lewis Goldstein Memorial Scholarship** was established by the National Fisheries Institute in the name of its late president by a grant of \$1,000. In the award, preference will be given to a student engaged in work with fishery products.

**The Paul T. Kilborn Memorial Scholarship** was established in memory of Mr. Kilborn, a leader in the hotel industry throughout his life, and is maintained by an annual gift of \$750 from his son and daughter-in-law, Paul '50 and Justine sponsoring immigrants to this country, the award Kilborn. In keeping with Mr. Kilborn's practice of is to be made to a needy foreign student who might otherwise be unable to attend Cornell University.

**The Marriott Corporation Scholarship Grant**, an annual gift of varying amounts up to \$1,500, was established to assist worthy students in meeting their expenses.

**The Donald M. Biles Scholarship** was established in recognition of the voluntary service on the faculty of Mr. Donald M. Biles '52 of Skytop Lodge, Pennsylvania. Preference will be given to students expressing an interest in resort management.

**The Dubois Chemicals Scholarship** provides an annual gift of \$500 for award to a student of the School of Hotel Administration.

**The Greyhound Food Management Scholarship** was initiated with an unrestricted donation of \$1,000 from Greyhound Food Management, Inc., Henry A. Montague '34, president.

**The Dewey MacLain Scholarship** was established by the will of Mr. MacLain as scholarships for needy and deserving students in the School of Hotel Administration. Mr. MacLain, a Black waiter and bartender, bequeathed his entire estate of over \$100,000 to the School for this purpose.

**The Barney L. Allis Memorial Scholarship**, supported by funds to be provided annually by Mr. '54 and Mrs. Philip Pistilli, formerly of the Hotel Muehlebach in Kansas City, Missouri, was established in memory of the long-time proprietor of that famous hotel.

**The Mrs. Edmund Ezra Day Scholarship** was established by Brooke Inns, Inc.—John A. Brooke '57, president; David L. Brooke '50, vice president—in honor of the widow of the fifth president of Cornell University. It is to be awarded to needy students who contribute to the best of their ability to their own support.

**The Sonabend Scholarship** was established in memory of Mr. A. M. Sonabend, founder of the Hotel Corporation of America, with an endowment of \$5,000. Preference is given to students from minority races and to sons and daughters of employees of the Sonesta International Hotels Corporation.

**The Paul Masson Vineyards Scholarship** of \$250 is to be awarded annually to a worthy student whose scholastic records and personal attributes give promise of future achievement.

**The Hospital Food Administrators Association Scholarship** was established by a donation to the School of \$500 representing honoraria due speakers at a Hospital Food Administrators Association workshop.

**Winegardner-Hammons Operations Inc. Scholarship** was established by a gift of \$500 to be awarded to a student with a demonstrated interest in innkeeping. The firm owns and operates Holiday Inn franchises.

**The American Hotel & Motel Association Scholarship** of \$500 provides financial aid to needy students of the School of Hotel Administration.

**The A. L. Mathias Scholarship** was established by George D. Mathias '58, in honor of his father and is to be awarded to worthy students in the School.

**The Nevele Country Club Scholarship**, an unrestricted gift of \$500 from Charles A. Slutsky '62, is to be awarded at the discretion of the Dean of the School.

**The Western International Hotels Hard Corps Scholarship** provides financial assistance, ranging from \$500 to \$700, to students who are interested in managing a hotel.

**Nestle's Catering Service Scholarship**, an annual gift of \$1,000, is available to students from Australia, in the School of Hotel Administration.

**The Metropolitan Club Managers Association Scholarship** of \$500 is to be awarded to a student from the metropolitan New York area with an interest in club management.

**The Schenley Affiliated Brands Corporation Scholarships** are supported by annual grants of \$2,500 to be awarded to four or five seniors each year.

**The Alice Seidler Statler Scholarship Fund** was established by the will of the widow of Ellsworth Milton Statler to provide scholarships to assist deserving students to receive their education in the Cornell University School of Hotel Administration.

**The Leonora and Oscar Greene Scholarship** was initiated with a gift of \$500 for award to deserving students in the School of Hotel Administration.

**The Rockresorts Scholarship** fund provides \$1,250 annually toward the study expenses and travel costs of one student. Rockresorts, controlled by Laurance S. Rockefeller, is owned in part by Eastern Airlines.

**The Conrad N. Hilton Scholarship** represents an endowment from the founder of Hilton Hotels Corporation, the income from which will be used to assist qualified, needy students in the School of Hotel Administration.

**The Duty Free Shoppers Scholarship** was endowed by Duty Free Shoppers, Ltd., with an original contribution of \$10,000 and a continuing annual contribution in varying amounts. The income is awarded each year to a worthy student, with preference given to students from the Pacific area.

**The Albert E. Koehl Memorial Scholarship** represents the income from an endowment set up by his friends to honor the memory of Albert E. Koehl '28; awarded annually to a deserving student.

**The Cointreau, Ltd., Scholarship** is an annual gift of \$300 awarded to an outstanding junior specializing in beverage management.

**The Howard Conrad Memorial Scholarship**, established with funds contributed by family and friends in memory of Howard Conrad, father of H. Phillip Conrad '70, is awarded to deserving students.

**The Victoria Station-Ed Marinaro Scholarship**, established by a contribution of \$1,000 to honor Ed Marinaro '72, is annually awarded to a School of Hotel Administration student, preferably a football player.

**The Forster Educational Foundation Scholarship**, an annual gift in varying amounts, provides awards up to a total of \$5,000 to several students majoring in accounting.

**The International Geneva Association Scholarship**, established by the members of the organization, provides an annual award in varying amounts to needy students.

**The Motel Brokers Association of America Scholarship** was established by an initial gift of \$1,000, to be awarded to a worthy student.

**The Pancake Man Restaurants of Cape Cod Scholarship**, an annual gift of \$500, is awarded to a worthy upperclassman or graduate student whose special interest is in the restaurant industry.

**The John Charles Redmond Scholarship**, established with an initial contribution of \$1,250, is awarded as one or two scholarships to worthy and needy students.

**The Mr. and Mrs. James J. O'Donnell Scholarship**, established by the John C. O'Donnell '52 family in honor of Mr. and Mrs. James J. O'Donnell, is awarded to a deserving student.

**The Ilikai Hotel Scholarship**, consisting of \$1,000 annual grants from the Chinn Ho Foundation, is awarded to one Oriental student from the Pacific Basin, and is made available to first semester students at the recommendation of the Hotel School Scholarship Committee, with the approval of the Chinn Ho Foundation.

**The School of Hotel Administration 50th Anniversary Scholarship** was established in 1972 with an endowment of \$10,000, contributed by alumni and friends of the School commemorating that occasion. The income is used for scholarships at the School.

**The Frederick G. Ashe Memorial Scholarship** was established to honor a former student, Frederick G. Ashe, with contributions by his parents, Mr. and Mrs. Arthur J. Ashe, his brothers, Dr. Arthur J. Ashe III and Mr. William C. Ashe, and his friends. Income from the endowment is used to aid students needing financial assistance to complete the last one or two years of study at the School.

**The Martin Samuels Memorial Scholarship** was established to honor Mr. Samuels by his daughter and son-in-law, Ruth and Harry Schapiro, with an endowment of \$5,000 to provide an annual scholarship award to a deserving student.

**The Jeremiah J. Wanderstock Memorial Scholarship** was established to honor the memory of Dr. Wanderstock, a long-time professor at the School of Hotel Administration. The fund of \$10,000 is endowed and the income used as scholarship awards for deserving students.

**The Clarence W. Wannop Memorial Scholarship** was established as an endowment with a total contribution of \$10,000 by Henry W. and John W. Wannop (both '42) to honor the memory of their father. The income provides an annual award to a deserving student in the School who is a citizen of the U.S. and who has a definite interest in the resort hotel or resort club business.

**The U. S. Navy Medical Service Corps Scholarship**, originated to commemorate the twentieth anniversary of the program for training in food service for Navy men attending the School of Hotel Administration, is supported by gifts from graduates of the program.

**The Christopher Ryder House Scholarship** is contributed by the owner of this well-known restaurant, Mr. Donald Kastner '43, as an annual gift in amounts up to \$500 which is awarded to a deserving student.

**The Julius Wile Scholarship**, established as an endowed fund in 1972 with a gift of stock valued at \$5,600, provides an annual award to a needy and deserving student.

**The Lee F. Dickinson Memorial Scholarship** was established with an initial gift of \$2,000 by Mr. Philip D. Rowe Jr. '48, to honor his grandfather. This amount and any additional gifts will be awarded to deserving students.

**The Welch Foods, Inc. Scholarship** provides one or two annual awards totaling \$1,000 to aid needy and worthy students.

**The School of Hotel Administration Scholarship** is funded by gifts of varying amounts received from alumni and friends to provide annual scholarship awards to needy, deserving students.

## Scholarships Awarded by Other Agencies

The following scholarships, open to students or prospective students in the School of Hotel Administration at Cornell University, are awarded by the agencies indicated. The special procedures for applying should be noted.

**The Adrian Phillips Scholarship** was established by the Hotel Sales Management Association to honor Mr. Phillips, their first Executive Vice President, who conducted a course in hotel sales promotion at Cornell University for twenty-five years. The scholarships, administered by a Board of Trustees who are past presidents of the Association, are open to sophomore or junior members of the Cornell Chapter of Hotel Sales Management Association for award during their junior or senior years. Information and applications may be obtained from the student chapter president at Statler Hall, Cornell University, Ithaca, New York 14850.

**The National Institute for the Foodservice Industry-Heinz Scholarships** are given each year to qualified students finishing their freshman year in courses of study leading to degrees in institutional food service management. Five scholarships of \$1,500 each are payable at \$500 per year over a three-year period; with matching payments for summer employment up to \$500 a year following the freshman, sophomore, and junior years. Applicants will be judged on scholastic ability, aptitude and interest in the food service field, leadership, character, professional potential, and financial need. Also available are Teacher Training Grants and Graduate Fellowships for graduate students. Applications should be filed not later than March 31 with Dr. Chester G. Hall, Director of Education, National Restaurant Association, 1530 Lake Shore Drive, Chicago, Illinois 60610.



**The Arthur L. Roberts Memorial Scholarship Fund**

was established in memory of the late Arthur L. Roberts, who for many years was one of the country's outstanding hotelmen. The scholarship, awarded to a student enrolled in the School of Hotel Administration at Cornell, will provide a maximum of \$2,000 per year for four years. This award is open to applicants who are residents of the state of Minnesota, or to a child or grandchild of a former employee of Mr. Roberts or of the Arthur L. Roberts Hotel Company. Awards are made by a selection committee appointed by the trustees of the fund.

**Food Service Executive Association Scholarship Grants**

for the purpose of assisting deserving individuals to receive food service management training beyond the high school level must be applied for through a chartered branch of that organization. Grants are in amounts of not less than \$250 nor more than \$500, the amount of the award depending on the need for financial assistance and the amount of funds available for scholarship purposes. Deadline for receipt of applications is March 1. For information and applications contact Food Service Executives Association, Inc., 815 Anthony Wayne Bank Building, Fort Wayne, Indiana 46802.

**The Eastern Airlines Scholarship** is available to Puerto Rican students who are graduates of the Puerto Rican Hotel School, a two-year program under the direction of the Cornell School of Hotel Administration faculty. Inquiries should be addressed to the director of the Puerto Rican Hotel School, Racquet Club, P.O. Box 12112, Isla Verde, San Juan, Puerto Rico.

**Grants and Assistantships**

In addition to the scholarships named above, Hotel students are eligible for the general University scholarships (see the section above concerning application for the various scholarships). These include: the Cornell National Scholarships, carrying ranging values; the University Undergraduate Scholarships; and the State of New York Scholarships, open to New York State residents.

**Loans**

Loans to promising students in need of assistance have been made possible by gifts to the University. It is a general policy to grant loans only to students who have completed at least one term at Cornell. Application should be made at the Office of Scholarships and Financial Aid, Day Hall.

Short-term loans in small amounts may be arranged through the secretary of the Cornell Society of Hotelmen, Statler Hall W-104.

Ye Hosts, recognition society of the School of Hotel Administration, also has established a loan fund for students in need of temporary financial assistance.

**The Raymond M. Cantwell Loan Fund** was established by Mr. Cantwell '52, with a check of \$1,500 he received as winner of an Idea Bank Contest conducted by Admiral Sales Corporation. The money is available on easy terms.

**The Barney L. Allis-Louis and Dorothy Kovitz Scholarship Loan Fund** was established by Dr. and Mrs. Louis Kovitz and Mrs. Susi Allis Kohan, relatives of one of America's distinguished hotel men, as a lasting and fitting tribute to the memory of Barney L. Allis, long-time proprietor of the Hotel Muehlebach in Kansas City, Missouri.

**The Dr. V. Allen Christian Student Loan Fund** was established with an initial gift of \$1,000 from Professor V. A. Christian '61 in memory of his father. Loans are to be made to worthy students in the School of Hotel Administration who are in need of funds for a short period of time.

**The Grohmann Scholarship and Loan Fund** in the initial amount of \$25,000 was established by the H. Victor Grohmann '28 family for worthy and needy undergraduate or entering Cornell University students. Loans are to be made on a short term basis at no interest, preference to be given to students in the School of Hotel Administration, varsity athletes, fraternity men, sorority women, and foreign students.

**The Terrance Harland Memorial Loan Fund** was established with an initial contribution by Professor Vance Christian '61 in memory of Terrance Harland, son of Mr. and Mrs. John Harland of the Miami Beach Holiday Inn; used to support loans to needy and worthy students. Additional donations were made in 1972.

## Cornell University

### Admission to the School

The School of Hotel Administration offers both undergraduate and graduate programs leading to professional careers in the management of hotels, motels, resorts and condominiums, restaurants, clubs, hospitals, and institutions generally and in their design and equipment layout. The requirements for admission to these programs are presented in the following pages.

#### Undergraduate Admission

Admission to the School of Hotel Administration may be granted in September and in January to the prospective student who meets the regular academic entrance requirements and the requirements in personal qualifications.

It is the policy of Cornell University actively to support equality of educational opportunity. No student shall be denied admission to the University or be discriminated against otherwise because of race, color, creed, religion, national origin, or sex.

#### Academic Requirements

The applicant must have completed a secondary school course and must offer at least sixteen acceptable units of entrance credit including English, four units; mathematics, three units; and chemistry, one unit. Additional courses may include mathematics and sciences (especially physics), social studies (including history), and a foreign language. The Scholastic Aptitude Test of the College Entrance Examination Board is required.

A candidate may obtain credit in the subjects he wishes to present for admission in one or more ways, or some combination of them:

1. by presenting an acceptable school certificate,
2. by passing, in the required subjects, the achievement tests of the College Entrance Examination Board, or
3. by passing the necessary New York State Regents examinations.

High school and other preparatory work is appraised in the University Office of Admissions to

which the formal application and credentials should be sent.

<i>Subject</i>	<i>Units</i>
English	4
Foreign Languages (modern and ancient)*	
French	1-4
German	1-4
Hebrew	1-3
Italian	1-3
Spanish	1-4
Greek	1-3
Latin	1-4

#### Mathematics

Elementary Algebra	1
Intermediate Algebra	1
Advanced Algebra	$\frac{1}{2}$
Plane Geometry	1
Solid Geometry	$\frac{1}{2}$
Plane Trigonometry	$\frac{1}{2}$

#### Sciences

Biology†	1
Botany	$\frac{1}{2}$ -1
Chemistry	1
Earth Science	$\frac{1}{2}$ -1
General Science	1
Physics	1
Zoology	$\frac{1}{2}$ -1

#### Social Studies (including history)

Each course	$\frac{1}{2}$ -1
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A nonrefundable \$20 application fee is required. Correspondence relating to the academic admission requirements should be directed to the University Office of Admissions, Day Hall, Cornell University, Ithaca, New York 14850.

\* If a foreign language is offered for entrance, it is desirable to present at least two years, although credit will be granted for a single year of study in not more than two languages.

† If a unit in biology is offered, a half-unit in botany and a half-unit in zoology may not also be counted.





Since students enroll for work in hotel administration at Cornell University from all parts of the United States and from other countries, and since the subjects of study available to students in the high schools vary from section to section, the prospective student is allowed wide freedom in the choice of his high school subjects. Only English, obviously valuable, chemistry, and the minimum mathematics necessary for the required courses in Properties Management and Financial Management are specified. Students and vocational advisers should not, however, be misled by this freedom. The curriculum in hotel administration includes a number of rigorous courses in accounting, science, and engineering, and, while the committee on admissions gives due weight to the more personal factors, it insists, for the protection of the prospective student, on evidence of good scholastic ability—ability to carry an exacting college program.

Although there is no specific language entrance requirement, the committee believes that a sequence of study of at least three years of a foreign language is likely to be useful to the hotelman or restaurateur and that its completion is an evidence of scholastic ability. Two years of a language are of much less value than three.

While not required, a four-year sequence in mathematics is evidence of good workmanship. Trigonometry is useful in Properties Management courses. The importance of chemistry, in view of the rigorous chemistry courses required in the School's curriculum, cannot be overemphasized. Physics also would provide a foundation for Properties Management.

For those students who attend the larger schools with a wealth of offerings, some suggestions as to choice of studies may be welcome. In the selection of a preparatory course, consideration should be given to the student's interest and the school's facilities. It may be that the *suggested* preparatory program below will be helpful to the adviser, the parent, and the student.

English, four units.

Mathematics, three or four units:  
elementary algebra, intermediate algebra, and plane geometry. Also, if possible, trigonometry, advanced algebra, or solid geometry

History, at least one unit:  
chosen according to interest of the student and facilities of the school.

Foreign language, three units:  
French, German, Spanish, or Latin.

Science, at least two units:  
chemistry, one unit; physics; general science; biology.

Electives, enough units to make the total sixteen.

## Personal Requirements

Because more applicants can meet the academic requirements than can be accommodated in the School, the faculty attempts to choose through a Committee on Admissions (whose decisions are final) those likely to profit most by the instruction offered. The Committee requires that each prospective student arrange an interview with a representative of the Committee on Admissions of the School of Hotel Administration, and that each prospective student take the Scholastic Aptitude Test given by the College Entrance Examination Board.\* Applicants are requested to furnish one picture (passport size) at the time of the interview.

The interviews are most satisfactorily held in Ithaca. Therefore, candidates who can conveniently visit Ithaca are urged to do so. They will profit by an acquaintance with the University, its facilities, and its staff. The interview will be most meaningful. In his correspondence, the applicant should mention the date and the hour of his choice, giving alternative times, if possible. Interview deadlines are April 15 for students applying for Fall semester and December 1 for those applying for Spring semester. Requests should be addressed to the Admissions Officer, School of Hotel Administration, Statler Hall.†

The Scholastic Aptitude Test is given by the College Entrance Examination Board at points all over the country and in the larger cities abroad. It is given six times a year, but the prospective student should plan to take the test in December or January. Detailed information regarding the places of examination and the exact dates can be obtained by writing to the College Entrance Examination Board, Box 592, Princeton, New Jersey 08540. Prospective students residing in the Rocky Mountain states or farther west should address the Board at Box 1025, Berkeley, California 94701. Admission to the Scholastic Aptitude Test is by prior arrangement only. Application for admission should be filed directly with the Board. To avoid a late application fee, it should be filed at least a month in advance of the date of the examination.

\* By exception this requirement is waived in the cases of applicants who are college graduates possessing Bachelor's degrees, and in the cases of applicants whose mother tongue is not English.

† Not all prospective students, however, can readily come to Ithaca. To meet their needs, arrangements have also been made with graduates and others active in the hotel and restaurant business in most of the principal cities of the world to serve as interviewers. The prospective student should inform the School of his choice of time and place for his interview by writing directly to the School of Hotel Administration, Statler Hall.

The School's Admission and Placement Officer, John F. Tewey, helps a senior review job opportunities.

The procedures involved in securing admission may appear somewhat involved. They are designed, however, to protect the prospective student. Only those are admitted who seem likely to be able to carry a rigorous college program and who seem likely later to be successful in the industry. The risk of future failure or disappointment is thus reduced to a minimum. To provide ample time for all the arrangements, the formal application for admission must be filed before February 1 for students planning to enter in September.

Applicants should consult the *Announcement of General Information* for details regarding applications, and medical requirements that must be met either before or during the registration period. The *Announcement* may be obtained by writing to: Cornell University Announcements, Day Hall, Ithaca, New York 14850.

## Transfer Students

With the approval of the Committee on Admissions, students may be admitted to the School with advanced standing from other institutions of college level. To such students, credit will ordinarily be given against the specific degree requirements for those courses for which substantially equivalent work has been done. For that portion of the student's work not applicable to the specific requirements, credit up to 24 hours will ordinarily be given against the requirements of 120 hours. The total of transfer credit allowed may not exceed 60 semester hours. Transfer students will be held, as with nontransfer students, for the completion of the hotel-practice requirement before the last term of residence. When they apply for admission, they are expected to take the Scholastic Aptitude Test (except for Bachelor's degree holders), and to present themselves for interviews. Formal applications for admission for those contemplating September entrance should be filed before February 1 with the University Office of Admissions, Day Hall. The spring term application deadline is November 1. A nonrefundable \$20 application fee is required. Students will be accepted on transfer from junior colleges, but only if their records show them to be fully qualified for rigorous advanced college work. In each case the preparatory school record must meet Cornell entrance standards, and the junior college record must be of superior grade. No prospective student planning on eventual enrollment in the School of Hotel Administration at Cornell should embark first on a junior college program as a means of avoiding Cornell entrance requirements or as a matter of economy. If he has entrance deficiencies, he should remedy them. If he lacks funds, he should apply for scholarship aid.

## Graduate Admissions

Advanced degrees in the field of hotel, food service, and travel industry management have

been offered at Cornell University since 1929. Recently, the School of Hotel Administration and the Graduate School have initiated the Master of Professional Studies (M.P.S.), a new advanced degree in hotel administration.

Holders of the bachelor's degree who are candidates for admission must fulfill the personal admission requirements described on p. 27. Like all other candidates for admission, they present themselves for a personal interview, but they are not required to take the College Board's Graduate Record Examinations. Those who have taken this test, however, are asked to have the Board transmit their scores.

The M.P.S. degree is available to students who already possess a bachelor's degree from an accredited institution in an area other than hotel administration. It also allows students who have received a B.S. in Hotel Administration to continue their education on a graduate level that is less research inclined and more professionally oriented than a Master of Science.

There are three different component parts or tracks of the M.P.S. degree program. The curriculum varies for the three tracks according to areas previously studied.

Track I is a two-year program covering the broad spectrum of hotel management and is available to students who possess a four-year degree in an area other than hotel administration. Track II is for students who possess a B.S. in Hotel Administration from an institution other than Cornell University, and requires from one to two years to complete. Track III is for students who hold a B.S. in Hotel Administration from Cornell University, and normally requires one year for completion.

In order to qualify for the M.P.S. degree, each student is required to write an investigative report under the guidance of an advisor. A practice requirement must also be met.

Persons interested in obtaining the Master of Science degree from the School must first fulfill the School's regular B.S. degree requirements in Hotel Administration. The Master of Science normally requires one full year of residence beyond the bachelor's degree and completion of an acceptable original thesis. Exceptionally well-qualified graduates of the M.P.S. and M.S. degree programs may be accepted for work toward the Ph.D. degree. Inquiries concerning the master's and doctoral degrees in hotel administration at Cornell University should be directed either to the Dean of the Graduate School, Sage Hall, or to the Graduate Field Representative, School of Hotel Administration, Statler Hall, both at Cornell University, Ithaca, N.Y. 14850.

A limited number of teaching and other assistantships is available to qualified graduate students. Inquiries should be addressed, after the candidate has been accepted as a candidate

for an advanced degree, to the Dean's Office, School of Hotel Administration, Statler Hall, Cornell University, Ithaca, N.Y. 14850.

## Foreign Students

Students from foreign countries who present satisfactory evidence of adequate capacity and training may be admitted to the School. Since their previous education usually does not conform, point by point, to that required of the native student, some latitude may be granted with respect to exact secondary entrance units. It remains essential, however, that the foreign student possess an educational background at least tantamount to the twelve years of secondary schooling required of native applicants, and that

the caliber of his academic performance be high. If his native language is not English, he will not be required to take the Scholastic Aptitude Test, but he should pass the TOEFL, an examination of English proficiency.

The prospective student, to be eligible for financial aid, must first support himself for one year. For further information regarding student aid see pp. 17-24.

All prospective students, wherever they may be located, are required to arrange for an official interview by writing directly to the School of Hotel Administration. Interviews can often be scheduled within the applicant's own country with a representative of the School.



## Programs Leading to Academic Degrees

The opportunities for the student to achieve a fulfilling career in the lodging, food service, and travel industries are manifold. These industries have undergone tremendous change and development during the history of the School and today are among the most challenging and rapidly expanding fields of human endeavor.

For more than fifty years, the School's graduates have found that their basic educational preparation provided them with desirable background to become leaders in these industries and to help shape industry development around the world. During the intervening years, the School's curriculum has benefited from the close guidance of these industry leaders.

Thus, the programs leading to the undergraduate bachelor's degree represent the combined efforts of university educators and of those who are closely attuned to the educational needs of industry. For this reason, the programs outlined below include courses in the liberal arts, some of them specifically named and others to be taken as free electives, and basic courses dealing with the fundamental concepts of the industries that the student is preparing to enter.

The basic program leading to the degree in Hotel Administration, as set forth below, can be further enriched with a broad selection of elective courses offered by the School and elsewhere in the University. For instance, the student wishing to specialize in Financial Management, in Food and Beverage Management, or in any other area will find an extensive list of elective courses offered within the School and a suggested list of courses offered by other University divisions, in the next section, "Description of Courses."

Students wishing to earn an advanced degree have an equally broad selection of courses designed to fulfill their specific needs. Graduate students are enrolled in programs that link their previous educational background with the concepts and training basic to industry requirements. For further information on graduate degree programs, the reader should contact

Professor Stanley W. Davis, Graduate Field Representative, School of Hotel Administration, Cornell University, Ithaca, New York 14850.

## Requirements for Graduation

Regularly enrolled students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements follow:

1. Completion of eight terms in residence.\*
2. Completion, with a minimum average of 2.0, of 120 credit hours required and elective as set forth in the table on p. 33.
3. Completion of sixty points of practice credit before entering the last term of residence; as defined on pp. 32-33.
4. Completion during the first four terms of residence of the University requirements in physical education (see p. 33).

Suggested programs of courses arranged by years appear on pp. 34-39. The specifically required courses there indicated account for 81 of the total of 120 hours. From the hotel electives (pp. 35-36), some combination of courses, the credit for which totals at least 15 hours, is also to be taken. The remaining 24 hours may be earned in courses chosen at will, with the approval of the student's adviser, from the offerings of any college of the University provided only that the customary requirements for admission to the courses chosen are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or elsewhere and Cornell students who propose

\* Students transferring from other colleges and universities may be allowed appropriate credit against the residence requirements at the time of admission. A student who has completed six terms at the School of Hotel Administration and who has attained a distinguished cumulative average may petition the faculty for permission to waive the residence requirement.

to attend any other university, with the expectation that credit thus earned might be counted toward the Cornell degree in hotel administration, should obtain the approval of the School in advance. Credit will not be allowed otherwise.

Credit earned in the courses in military science or air science or naval science may be counted in the twenty-four-hour group of free electives. Both men and women students are required by the University faculty to take courses in physical education, but no credit for the academic degree is allowed for these courses.

### Grading System

Letter grades ranging from A+ to D- are given to indicate academic performance in each course. These letter grades are assigned a numerical weight for each term average as follows: A equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0. For good standing, the student should maintain a minimum average of 2.0. In order to graduate, a cumulative average of 2.0 and a final term average of 2.0 are required.

A student may enroll each semester for three credit hours of free elective courses which are to be graded "satisfactory" or "unsatisfactory." In addition, certain hotel elective courses, including Hotel Administration 120 and 125, may be taken on an S/U basis at the option of the instructor, if so arranged during the first two weeks of the term. For a satisfactory grade in such courses an "S" is equal to a letter grade of C or better.

Students whose term average is at least 3.3 and composed of at least 12 credit hours of letter grades, with no unsatisfactory or incomplete grades, are honored by being placed on the Dean's List.

### Practice Requirement

As part of degree requirements, each student enrolled in the School of Hotel Administration must complete a minimum of two summer periods of ten weeks each of full-time, supervised employment and file acceptable reports for each work period.\* Optionally, this requirement may be satisfied by completing one such summer work period and sufficient part-time work to equal ten full-time work weeks. Again, acceptable reports must be filed. Students entering the School who have had extensive work experience may satisfy one-half of the work experience requirement if they make application for approval to the Practice Credit Committee at the time of matriculation and submit an acceptable report during the first term following matriculation. No student is permitted to register for the final term of residence

until he has satisfied the practice requirement in full.

The requirement has a number of objectives. The student on practice at some minor or menial job can test his interest in work in the field. He can learn by experience the points of view of the employee. He can learn by observation the duties of fellow workers in related jobs, in superior and inferior posts. With thought and imagination he can reflect upon and learn something of the problems of management and their solution. Upon returning to the classroom, the student can then draw upon incidents in his experience to illustrate and to understand the ideas developed by the instructor. After graduation, he can rest his application for permanent employment in part upon his practice experience record and in many cases can rely on contacts established during the practice period to initiate and support his candidacy.

Since cadets in the Army Reserve Officers Training Corps are expected to spend six weeks in camp during the summer before their senior year, it is especially desirable that hotel students who plan to join the Corps and to elect the advanced courses in military science make every effort to expedite their practice work early. By working the full vacation periods of thirteen weeks and by filing superior early reports, it is possible to satisfy the practice requirements and to attend the final summer training camp. Similarly, students enrolled in the Navy Reserve Officers Training Corps who must make summer cruises should anticipate the practice requirements as much as possible.

Although the practice is an essential part of the student's program, the School does not guarantee summer positions. Through the School's numerous contacts with the hotel and restaurant industry a considerable number of openings are available for students of high promise. Other students are assisted in finding work, and ordinarily American students find jobs quite readily. Jobs suitable for foreign students are considerably less numerous. Consequently, the foreign student must expect to have more difficulty in getting located. The School will give assistance as it can to foreign students but in no case can guarantee placement or assume responsibility for it.

Some hotel and restaurant organizations (among them the Sonesta Hotels, Hilton Hotels, Inter-Continental Hotels Corporation, Sheraton Hotels, and Stouffer's and Marriott Corporation) make a point of providing experience opportunities for Cornell students, giving them special apprenticeship arrangements with rotated experience.

Upperclassmen in limited numbers are encouraged to enroll in work-study programs which involve six to eight months of on-the-job managerial instruction and experience. The details of these programs are set forth in Hotel Administration 611 (see Directed Studies p. 43).

\* As set forth in the Practice Instructions supplied on request to the School of Hotel Administration, Cornell University, Ithaca, N.Y. 14850.

## Course Requirements for Graduation

The course numbers appearing in parenthesis are those used in previous years when the first digit, instead of the second digit, indicated the area of study.

<i>Specifically Required Courses</i>	<i>Hours</i>
Management: HA 111, 211, 112, 114 (110, 113, 120, 140)	10
Financial Management: HA 121, 122, 221, 222, 225 (211, 212, 213, 214, 233), plus three additional hours	18
Food and Beverage Management: HA 131, 132, 231, 232 (311, 312, 313, 314)	10
Administration: HA 241-242 (423-424) plus three additional hours of economics (pp. 51-53); HA 341 (413) plus two additional hours of law (p. 50)	13
Properties Management: HA 251, 351, 352, 451 (513, 515, 516, 517)	12
Managerial Communication: Humanities I and II; HA 265 (630)	9
Science: HA 171, 172, 173 (711, 712, 713)	9
<i>Total, Specifically Required Courses</i>	<b>81</b>
<i>Hotel Electives</i>	15
<i>Free Electives</i>	24
<b>Total Semester Hours Required for Graduation</b>	<b>120</b>

Students desiring consideration for admission to one of these programs should make application to the Assistant Dean at least one term in advance.

The type of experience for which practice credit has been given is illustrated in the following list of jobs previously held by hotel students:

Food Service Supervisor, Racquet Club, Philadelphia, Pennsylvania  
 Manager, Elka Club, Elka Park, New York  
 Datum Club Supervisor (Manager),  
 Commissioned Officers' Mess, Open, United States Naval Base, Newport, Rhode Island  
 Food and Beverage Control Trainee, London Hilton, London, England  
 Accounting Checker, Laventhol Krekstein Horwath and Horwath, New York City  
 Steward, Blackhawk Restaurant, Chicago, Illinois  
 Design Draftsman, Buckelius Food Service Equipment Company, Shreveport, Louisiana  
 Housekeeping Staff, Sheraton-Boston, Boston, Massachusetts  
 Food Service Supervisor, Disneyland, Anaheim, California  
 Management Trainee, Marriott Corporation, Washington, D.C.  
 Management Trainee, Sea Pines Plantation Co., Hilton Head, South Carolina  
 Manager, Western Drive-in, Akron, Ohio  
 Host, Queens Surf Restaurant, Honolulu, Hawaii

Assistant Manager, Host Town Motel, Lancaster, Pennsylvania  
 Manager, Hyannisport Club, Hyannisport, Massachusetts  
 Auditor, Price Waterhouse & Company, New York City  
 Trainee, Caribe Hilton Hotel, San Juan, Puerto Rico  
 Assistant Head Cashier, Grossinger's, Grossinger, New York  
 Assistant Credit Manager, Sheraton Hotels, New York City  
 Banquet-Sales Trainee, Huntington Town House, New York City  
 Supervisor, York Hospital, York, Pennsylvania  
 Executive Trainee, El Ponce Inter-Continental Hotel, Ponce, Puerto Rico  
 Bartender, Bethesda Country Club, Bethesda, Maryland

## Physical Education Requirement

All undergraduates must take four terms of work in physical education. Ordinarily, the requirement must be completed in the first two years; postponements are to be allowed only by consent of the University Faculty Committee on Academic Records and Instruction. The requirement in physical education is described in further detail in the *Announcement of General Information*. The courses offered are described in publications made available to entering students by the Department of Physical Education.



## Curriculum

This typical arrangement of required courses, year by year, is offered for illustration. The course numbers appearing in parenthesis are those used in previous years when the first digit, instead of the second digit, indicated the area of study. The courses mentioned are described in detail on pp. 41-59.

### Freshman Year

<i>Specifically Required Courses</i>	<i>Hours</i>
Humanities I and II	6
Psychology, HA 111 (110)	3
Introductory Management, HA 112 (120)	1
Information Systems I, HA 114 (140)	3
Elementary Accounting, HA 121 (211)	3
Hospitality Accounting, HA 122 (212)	3
HA 131 (311)	2
Commercial Food Service Production, HA 132 (312)	2
Food Chemistry I and II, HA 171-172 (711-712)	7
Sanitation, HA 173 (713)	2
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#### *Suggested Electives\**

	<i>Hours</i>
Management Lectures, HA 514 (125)	1
Typewriting, HA 161 (610)	2

\* Fifteen semester hours of Hotel electives are to be taken.

### Sophomore Year

<i>Specifically Required Courses</i>	
Economics, HA 241-242 (423-424)	6
Personnel Administration, HA 211 (113)	3
Intermediate Accounting, HA 221 (213)	3
Managerial Accounting for the Hospitality Industry, HA 222 (214)	3
Financial Economics, HA 225 (233)	3
Meat Science and Management, HA 231 (313)	3
Introduction to Properties Management, HA 251 (513)	3
	—
	24

#### *Suggested Electives\**

Management Lectures, HA 514 (125)	1
Principles of Marketing, HA 517 (133)	2
Hotel Computing Applications, HA 214 (147)	3
Front Office Machine Accounting, HA 223 (215)	1
Food and Beverage Control, HA 224 (216)	2
Specialty Food Preparation, HA 233 (323)	3
Typewritten Communication, HA 261 (611)	2

\* Fifteen semester hours of Hotel electives are to be taken.

### Junior Year

<i>Specifically Required Courses</i>	<i>Hours</i>
Communication Techniques for Management, HA 265 (630)	3
A course in Financial Management*	3
Advanced Commercial Food Production Management, HA 232 (314)	3
Law of Business, HA 341-344 (413-416)†	4
Mechanical and Electrical Problems I and II, HA 351-352 (515-516)	6
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	19

#### *Suggested Electives‡*

Psychology in Business and Industry, HA 314 (117)	3
Seminar in Organizational Behavior and Administration, HA 315 (118)	3
Psychology of Advertising, HA 318 (111)	3
Resort and Condominium Management, HA 513 (124)	2
Management Lectures, HA 514 (125)	1
Franchising in the Hospitality Industry, HA 516 (127)	2
Tourism, HA 518 (134)	2
Advertising and Public Relations, HA 317 (135)	2
Seminar in Advertising and Public Relations, HA 413 (137)	2
Auditing, B&PA 306	3
Investment Management, HA 322 (223)	2
Financial Analysis and Planning I, HA 323 (224)	3
Financial Analysis and Planning II, HA 324 (225)	3
Tax Basis for Managerial Decisions, HA 325 (226)	1
Fundamental Statistical Analysis and Inference, HA 326 (235)	3
Survey of Convenience Foods, HA 331 (324)	2
International Hotel Cuisine, HA 332 (325)	3
Managerial Aspects of Purchasing, HA 336 (338)	2
Speciality Food Systems, HA 337 (339)	§
Catering for Banquets, HA 633 (382)	3
Law of Business, HA 342 (414)	2
Law of Business: Contracts, Bailments, and Agency, HA 343 (415)	2
General Survey of Real Estate, HA 346 (435)	2

\* The requirement in Financial Management may be satisfied by three hours selected from the courses listed on pages 43-47.

† For the Law requirement, the student may substitute for Hotel Administration 344 (416) either Hotel Administration 343 or 345 (415 or 417).

‡ Fifteen semester hours of Hotel electives are to be taken.

§ Credit to be arranged.



Food Facilities Programming, Planning,  
and Design, HA 353 (543) 3

Senior Year

Specifically Required Courses  
A course in Economics \* 3  
Physical Plant Planning and Construction,  
HA 451 (517) 3  
6

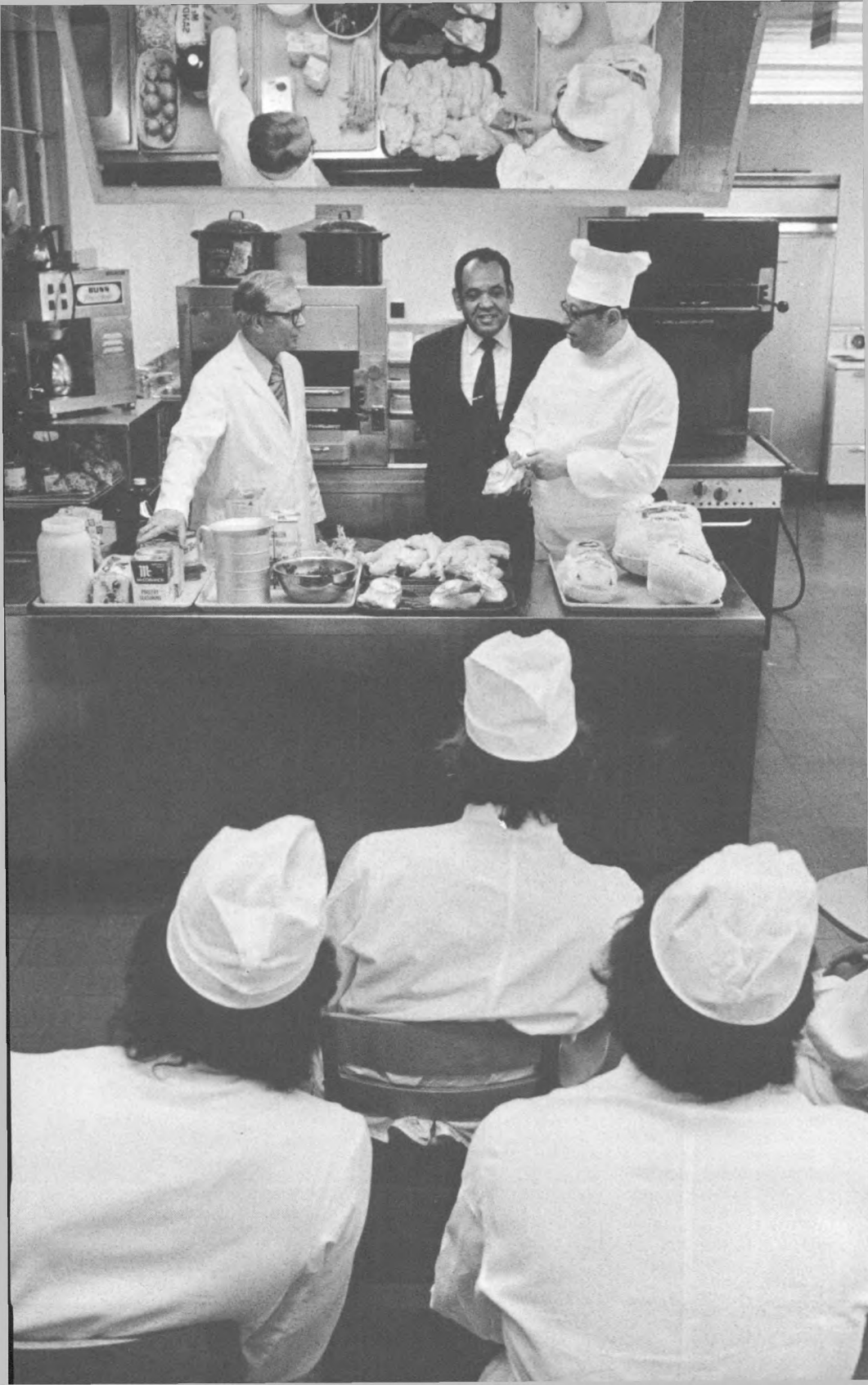
Suggested Electives †  
Union Management Relations,  
HA 311 (114) 2  
Development of Training Programs,  
HA 313 (116) 2  
Management Lectures, HA 514 (125) 1  
Management Principles, HA 412 (128) 2  
Seminar in Franchising, HA 316 (129) 2  
Marketing Management, HA 519 (136) 3  
Seminar in Marketing, HA 414 (138) 2  
Seminar in Hospitality Simulation  
Exercises, HA 415 (146) 3  
Seminar in Destination Resort Planning,  
HA 456 (529) 3  
Work-Study Program, HA 611 (180) 12  
Internal Control in Hotels, HA 421 (228) 2  
Financial and Tax Aspects of the Leisure  
Time Industries, HA 327 (229) 2  
Undergraduate Research in Financial  
Management, HA 621 (280) §  
Restaurant Management, HA 333 (335) 3  
Beverage Management, HA 334 (336) 3  
Hospital Food Service Administration,  
HA 234 (341) 2  
Special Problems in Foods, HA 338 (345) 1  
Independent Research Projects in Food  
and Beverage Management,  
HA 631 (380) §  
Specialty Restaurant—Steaks Royale  
and Ltd., HA 634 (383) 2  
Law of Business: Business Organizations,  
Partnerships, and Corporations,  
HA 345 (417) 2  
General Insurance, HA 541 (445) 3  
Directed Studies in Hotel Administration,  
HA 641 (480) 1-4  
Seminar in Hotel Guest Room Design,  
HA 452 (525) 3  
Seminar in Hotel Lighting and Color,  
HA 453 (526) 3

\* The requirement in Economics may be satisfied by the minimum of three credit hours in any course in Economics beyond Hotel Administration 241-242 (423-424) or Economics 101-102, by a minimum of three hours selected from such courses as Hotel Administration 322, 323, 324, 345, 346, 441, 517, or 519 (223, 224, 225, 417, 435, 436, 133, or 136).  
† Fifteen semester hours of Hotel electives are to be taken.  
§ Credit to be arranged.

Seminar in Hotel Planning, HA 454 (527) 3  
Seminar in Restaurant Planning,  
HA 455 (528) 3  
Food Facilities Equipment, Layout, and  
Design, HA 457 (545) 3  
Advanced Food Facilities Engineering,  
HA 354 (546) 3  
Food Facilities for Convenience Foods,  
HA 458 (547) 2  
Managerial Letter Writing, HA 264 (622) 2  
Directed Studies in Managerial  
Communications, HA 661 (680) §  
Directed Studies in Science, HA 671 (780) 2

Elective Undergraduate Courses  
Offered in Hotel Administration

Union-Management Relations,  
HA 311 (114) 2  
Development of Training Programs,  
HA 313 (116) 2  
Psychology in Business and Industry,  
HA 314 (117) 3  
Seminar in Organizational Behavior and  
Administration, HA 315 (118) 3  
Psychology of Advertising, HA 318 (111) 3  
Hotel Management Seminar, HA 411 (122) 1  
Resort and Condominium Management,  
HA 513 (124) 2  
Management Lectures, HA 514 (125) 1  
Franchising in the Hospitality Industry,  
HA 516 (127) 2  
Management Principles, HA 412 (128) 2  
Seminar in Franchising, HA 316 (129) 2  
Principles of Marketing, HA 517 (133) 2  
Tourism, HA 518 (134) 2  
Advertising and Public Relations,  
HA 317 (135) 2  
Marketing Management, HA 519 (136) 3  
Seminar in Advertising and Public  
Relations, HA 413 (137) 2  
Seminar in Marketing, HA 414 (138) 2  
Seminar in Hospitality Simulation Exercises,  
HA 415 (146) 3  
Hotel Computing Applications,  
HA 214 (147) 3  
Work-Study Program, HA 611 (180) 12  
Front Office Machine Accounting,  
HA 223 (215) 1  
Food and Beverage Control, HA 224 (216) 2  
Auditing, B&PA 306 3  
Investment Management, HA 322 (223) 2  
Financial Analysis and Planning I,  
HA 323 (224) 3  
Financial Analysis and Planning II,  
HA 324 (225) 3  
Internal Control in Hotels, HA 421 (228) 2  
Financial and Tax Aspects of the Leisure  
Time Industries, HA 327 (229) 2  
Introduction to Statistical Analysis and  
Inference, HA 326 (235) 3  
Undergraduate Research in Financial  
Management, HA 621 (280) §  
Specialty Food Preparation, HA 233 (323) 3



Survey of Convenience Foods, HA 331 (324)	2
International Hotel Cuisine, HA 332 (325)	3
Restaurant Management, HA 333 (335)	3
Beverage Management, HA 334 (336)	3
Menu Planning, HA 335 (337)	1
Managerial Aspects of Purchasing, HA 336 (338)	2
Specialty Food Systems, HA 337 (339)	§
Hospital Food Service Administration, HA 234 (341)	2
Special Problems in Foods, HA 338 (345)	1
Educational Techniques in Food Systems, HA 431 (347)	§
Catering for Banquets, HA 634 (382)	3
Independent Research Projects in Food and Beverage Management, HA 631 (380)	§
Law of Business, HA 342 (414)	2
Law of Business: Contracts, Bailments, and Agency, HA 343 (415)	2
Law as Related to Innkeeping, HA 344 (416)	2
Law of Business: Business Organization, Partnerships and Corporations, HA 345 (417)	2
Law and the Woman Employee, HA 542 (418)	2
General Survey of Real Estate, HA 346 (435)	2
Seminar in Real Estate, HA 441 (436)	2
Orientation in Safety of Personnel and Property, HA 442 (450)	1
General Insurance, HA 541 (445)	3
Directed Studies in Hotel Administration, HA 641 (480)	2-4
Seminar in Hotel Guest Room Design, HA 452 (525)	3
Seminar in Environmental Control, HA 453 (526)	3
Seminar in Hotel Planning, HA 454 (527)	3
Seminar in Restaurant Planning, HA 455 (528)	3
Seminar in Destination Resort Planning, HA 456 (529)	3
Food Facilities Programming, Planning, and Design, HA 353 (543)	3
Food Facilities Equipment, Layout, and Design, HA 457 (545)	3
Advanced Food Facilities Engineering, HA 354 (546)	3
Food Facilities for Convenience Foods, HA 458 (547)	2
Typewriting, HA 161 (610)	2
Typewritten Communication, HA 261 (611)	2
Secretarial Typewriting and Procedures, HA 262 (612)	3
Shorthand Theory, HA 263 (620)	3
Shorthand Transcription, HA 361 (621)	2
Managerial Letter Writing, HA 264 (622)	2
Directed Studies in Managerial Communications, HA 661 (680)	§
Directed Studies in Science, HA 671 (780)	§

§ Credit to be arranged.

## Suggested Program for Food and Beverage Management\*

### Freshman Year

	Hours
Humanities I and II	6
Psychology, HA 111 (110)	3
Introductory Management, HA 112 (120)	1
Information Systems, HA 114 (140)	3
Accounting, HA 121 (211)	3
Elementary Hospitality Accounting, HA 122 (212)	3
Fundamentals of Food Preparation, HA 131 (311)	2
Commercial Food Service Production, HA 132 (312)	2
Food Chemistry I and II, HA 171-172 (711-712)	7
Sanitation, HA 173 (713)	2
	32

### Sophomore Year

	Hours
Economics, HA 241-242 (423-424)	6
Personnel Administration, HA 211 (113)	3
Intermediate Accounting, HA 221 (213)	3
Managerial Accounting for the Hospitality Industry, HA 222 (214)	3
Financial Economics, HA 225 (233)	3
Meat Science and Management, HA 231 (313)	3
Introduction to Properties Management, HA 251 (513)	3
Management Lectures, HA 514 (125)	1
Food and Beverage Control, HA 224 (216)	2
Specialty Food Preparation, HA 233 (323)	3
	30

### Junior Year

	Hours
Communication Techniques for Management, HA 265 (630)	3
A course in Financial Management	3
Advanced Commercial Food Production Management, HA 232 (314)	3
Law of Business, HA 341-343 (413-415)	4
Mechanical and Electrical Problems I and II, HA 351-352 (515-516)	6
Union-Management Relations, HA 311 (114)	2
Principles of Marketing, HA 517 (133)	2
Financial Analysis and Planning I, HA 323 (224)	3
Managerial Aspects of Purchasing, HA 336 (338)	2
Food Facilities Programming, Planning, and Design, HA 353 (543)	3
	31

\* This program is suggested for illustration.  
Many variations are possible.

Professor White, sanitation, queries instructor Herrmann on poultry stuffing while Professor Christian, coordinator of food instruction, eyes the birds.

<b>Senior Year</b>	<b>Hours</b>	<b>Junior Year</b>	<b>Hours</b>
A course in Economics	3	Communication Techniques for Management, HA 265 (630)	3
Physical Plant Planning and Construction, HA 451 (517)	3	A course in Financial Management	3
Advertising and Public Relations, HA 317 (135)	2	Advanced Commercial Food Production Management, HA 232 (314)	3
Financial Analysis and Planning II, HA 324 (225)	3	Law of Business, HA 341-343 (413-415)	4
Special Problems in Foods, HA 338 (345)	1	Mechanical and Electrical Problems I and II, HA 351-352 (515-516)	6
Restaurant Management, HA 333 (335)	3	Food and Beverage Control, HA 224 (216)	2
Beverage Management, HA 334 (336)	3	Restaurant Management, HA 333 (335)	3
Specialty Food Systems, HA 337 (339)	1	Beverage Management, HA 334 (336)	3
Independent Research Projects in Food and Beverage Management, HA 631 (380)	2 or 3	Managerial Aspects of Purchasing, HA 336 (338)	2
Seminar in Restaurant Planning, HA 455 (528)	3	Electives	2
Electives	6		31
	30		

### **Suggested Program for Prospective Club Managers\***

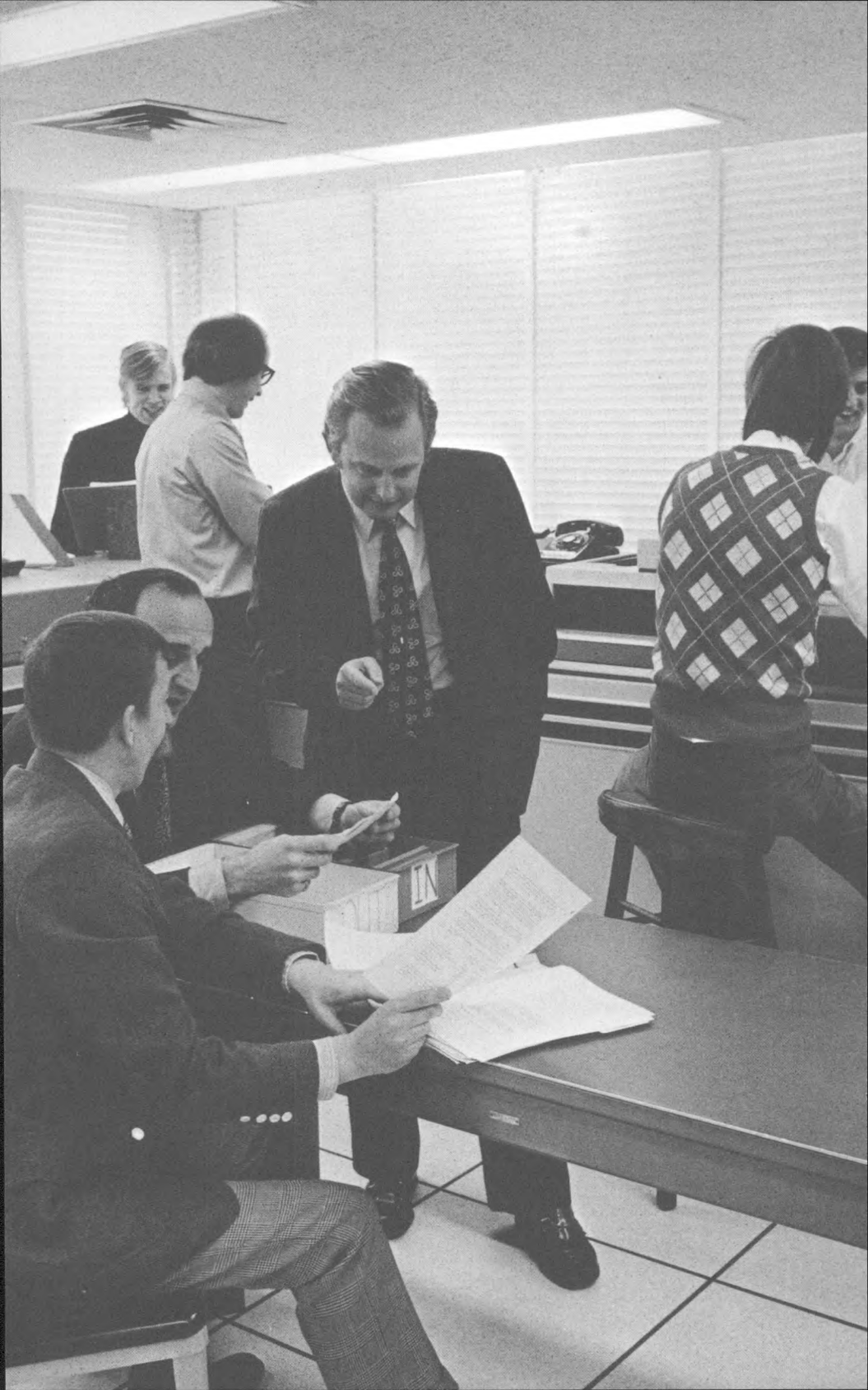
<b>Freshman Year</b>	<b>Hours</b>	<b>Senior Year</b>	<b>Hours</b>
Humanities I and II	6	A course in Economics	3
Psychology, HA 111 (110)	3	Physical Plant Planning and Construction, HA 451 (517)	3
Introductory Management, HA 112 (120)	1	Psychology in Business and Industry, HA 314 (117)	3
Information Systems, I, HA 114 (140)	3	Advertising and Public Relations, HA 317 (135)	2
Elementary Accounting, HA 121 (211)	3	Marketing, HA 213 (136)	2
Hospitality Accounting, HA 122 (212)	3	Law of Business, HA 345 (417)	2
Fundamentals of Food Preparation, HA 131 (311)	2	Seminar in Restaurant Planning, HA 455 (528)	3
Commercial Food Service Production, HA 132 (312)	2	Electives in Humanities	12
Food Chemistry I and II, HA 171-172 (711-712)	7		30
Sanitation, HA 173 (713)	2		
Management Lectures, HA 514 (125)	1		
	33		

<b>Sophomore Year</b>	<b>Hours</b>	<b>Suggested Program for Resort and Condominium Management</b>	<b>Hours</b>
Economics, HA 241-242 (423-424)	6	<b>Freshman Year</b>	<b>Hours</b>
Personnel Administration, HA 211 (113)	3	Humanities I and II	6
Personnel Administration, HA 112 (120)	3	Psychology, HA 111 (110)	3
Intermediate Accounting, HA 221 (213)	3	Introductory Management, HA 112 (120)	1
Managerial Accounting for the Hospitality Industry, HA 222 (214)	3	Information Systems I, HA 114 (140)	3
Financial Economics, HA 225 (233)	3	Elementary Accounting, HA 121 (211)	3
Meat Science and Management, HA 231 (313)	3	Hospitality Accounting, HA 122 (212)	3
Introduction to Properties Management, HA 251 (513)	3	Fundamentals of Food Preparation, HA 131 (311)	2
Management Lectures, HA 514 (125)	1	Commercial Food Service Production, HA 132 (312)	2
Principles of Marketing, HA 517 (133)	2	Chemistry I and II, HA 171-172 (711-712)	7
Specialty Food Preparation, HA 232 (323)	3	Sanitation, HA 173 (713)	2
	30		32
		<b>Sophomore Year</b>	<b>Hours</b>
		Personnel Administration, HA 211 (113)	3
		Hotel Computing Applications, HA 214 (147)	3
		Intermediate Accounting, HA 221 (211)	3
		Managerial Accounting for the Hospitality Industry, HA 222 (212)	3

\* This program equals or exceeds the recommendation of the Club Managers Association of America.

Food and Beverage Control, HA 224 (323)	2
Financial Economics, HA 225 (233)	3
Meat Science and Management, HA 231 (313)	3
Introduction to Properties Management, HA 251 (513)	3
Macrometric and Micrometric Economics, HA 241-242 (423-424)	6
Management Lectures, HA 514 (125)	1
Principles of Marketing, HA 517 (133)	2
	—
	32
<b>Junior Year</b>	<i>Hours</i>
Marketing Management, HA 519 (136)	2
Advanced Commercial Food Production Management, HA 232 (314)	3
Communication Techniques for Management, HA 265 (630)	3
Psychology in Business and Industry, HA 314 (117)	3
Seminar in Organizational Behavior and Administration, HA 315 (118)	3
Financial Analysis and Planning— I-II, HA 323-324 (224-225)	4
Law of Business, HA 341-344 (413-416)	4
General Survey of Real Estate, HA 346 (435)	2
Mechanical and Electrical Problems I-II, HA 351-352 (515-516)	6
Resort and Condominium Management, HA 513 (124)	2
	—
	32

<b>Senior Year</b>	<i>Hours</i>
Union-Management Relations, HA 311 (114)	2
Development of Training Programs, HA 313 (116)	2
Advertising and Public Relations, HA 317 (135)	2
Law of Business, HA 343-345 (415-417)	4
Seminar in Real Estate, HA 346 (436)	2
Physical Plant Planning and Construction, HA 451 (517)	3
Seminar in Destination Resort Planning, HA 456	3
Internal Control in Hotels, HA 421 (228)	2
Financial and Tax Aspects of the Leisure Time Industries, HA 422 (229)	2
General Insurance, HA 541 (445)	2
Elective courses	6
	—
	30





## Description of Courses

Except for some general University courses regularly taken by students in the School of Hotel Administration and included in the list for their convenience, all the courses described herein are arranged and given by the Hotel School faculty especially for hotel students; in many cases they are taught by active hotel or restaurant executives. Many other courses are open as electives to hotel students: courses in the sciences; in communication, language, and literature; in economics, history, and government; in music, aesthetics, and philosophy; in engineering, architecture, medicine, and law. For full information regarding these latter offerings reference may be made to the *Announcements* of the other colleges and schools of the University.

The course numbers appearing in parenthesis are those used in previous years when the first digit, instead of the second digit, indicated the area of study.

## Management

### Human Resources

#### **HA 310 (100) Organizational Behavior.**

Credit two hours. Open only to students outside the School of Hotel Administration. D. A. Dermody.

Relation of current research in the behavioral sciences to practical problems of business as developed from actual cases. Particular emphasis will be placed on leadership effectiveness and employee productivity.

#### **HA 111 (110) Psychology.** Credit three hours. Required. S. W. Davis.

An introductory study of basic psychological principles which are involved in understanding human behavior. The course is oriented toward the notion that such understanding is integral to successful hotel management, and further applied study. Thus possible applications are discussed throughout the course.

#### **HA 211 (113) Personnel Management.** Credit three hours. Required. Prerequisite: Hotel Administration 111 (110) or the equivalent. D. A. Dermody.

A practically oriented approach to personnel management, including an introduction to organizational behavior, the selection and placement of personnel, the role of supervision, performance appraisal, wage and salary administration, employee motivation and union-management relations. Class discussion is based on case studies drawn from industry. Lectures are augmented by use of case material and role playing.

#### **HA 311 (114) Union-Management Relations.**

Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite: Hotel Administration 211 (113). D. A. Dermody. Development of the trade union movement in the United States, with emphasis on unions active in the hospitality industry. The government's role in union-management relationship is explored. Case studies are used to analyze the intricacies of collective bargaining, grievance procedures, mediation, and conciliation.

#### **HA 313 (116) Development of Training Programs.** Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite: Hotel Administration 211 (113). D. A. Dermody. The development of training programs for employees and management. Thoroughly explores the construction and implementation of training programs and methods through case histories.

#### **HA 314 (117) Psychology in Business and Industry.** Credit three hours. Hotel elective. Prerequisites: Hotel Administration 111 and 211 (110 and 113) or the equivalent. S. W. Davis. The principles of psychology applied to industrial and business systems: personnel selection; placement and training; problems of men at work including evaluation, motivation, efficiency, and fatigue; and the social psychology of the work organization. While Hotel Administration 314 (117) is not a prerequisite for Hotel Administration 315 (118), it is recommended that this course be taken first if the student plans to enroll in Hotel Administration 315 (118).

**HA 315 (118) Seminar in Organizational Behavior and Administration.**

Credit three hours. Hotel elective. Prerequisites: Hotel Administration 111 and 211 (110 and 113) or the equivalent; Hotel Administration 314 (117) is recommended. S. W. Davis.  
Relation of current research in the behavioral sciences to practical problems of business as developed from actual cases. Particular emphasis is placed on leadership effectiveness and employee productivity. Each participant is responsible for an in-depth research project related to the course's subject matter.

**HA 318 (111) The Psychology of Advertising.**

Credit three hours. Hotel elective. S. W. Davis.  
The psychological principles of learning, perception, and motivation are first reviewed and then discussed within the context of both past and present advertising practices. Next applications are covered in relation to anticipated technological and sociological changes. Consideration is given to the ethical implications of the techniques discussed. Each student submits an outline of an advertising campaign predicated on one or more of the psychological principles presented.

**General Management****HA 112 (120) Introductory Management.**

Credit one hour. Required. V. A. Christian.  
A survey of the hospitality industry in today's economy. Emphasis on industry growth and development, management problems, and principles of hotel, motel, and restaurant management.

**HA 411 (122) Hotel Management Seminar.**

Credit one hour. Hotel elective. Limited to twenty-five seniors. R. A. Beck.  
Lecturers from industry, who are leading executives in their fields, will discuss with senior students important developments in the hospitality and travel industries.

**HA 513 (124) Resort and Condominium Management.**

Credit two hours. Hotel elective. M. Noden.  
A lecture course in the operation of the resort hotel, including condominiums. Resorts of the various types, seasons, and economic levels are considered. Emphasis is given to the promotion of business, to the provision of facilities and services and guest entertainment, and to the selection, training, and direction of the employed staff. Relationships with condominium unit owners association are reviewed.

**HA 514 (125) Management Lectures.**

Credit one hour. Hotel elective. Open to all classes. May be taken for credit each semester. Under the direction of R. A. Beck.  
A series of lectures given by nonresident speakers prominent in the hotel, restaurant, and allied fields.

**HA 516 (127) Franchising in the Hospitality Industry.**

Credit two hours. Hotel elective. D. E. Whitehead.  
Designed to cover the specific steps involved in developing a franchise operation from the viewpoint of both the franchisor and the franchisee. Feasibility studies, real estate, plans and project costs, financing, project analysis, corporate structure, and operations are some of the topics to be studied.

**HA 412 (128) Management Principles.**

Credit two hours. Hotel elective. Open to seniors and graduate students only. Prerequisites: Hotel Administration 311 (114) or equivalent and permission of the instructor. P. L. Gaurnier.  
A seminar course designed to examine management processes, concepts, and principles; and to improve personal competence in decision making, problem solving, and communication. Each student prepares a comprehensive analytical report, based on previous work, for class discussion and analysis. Sufficient time is given during the first few weeks of the course to discuss management principles and concepts and thus give the student an understanding of the type of report he is to prepare.

**HA 316 (129) Seminar in Franchising.**

Credit two hours. Hotel elective. Prerequisite: Hotel Administration 516 (127). D. E. Whitehead.  
The focus of this advanced course in franchising study is upon analysis and project development.

**Marketing****HA 517 (133) Principles of Marketing.**

Credit two hours. Hotel elective. Best taken after Hotel Administration 241-242 (423-424) or Economics 101-102. W. H. Kaven.  
Deals with the economic principles of marketing with special emphasis on the marketing of services. The course combines text, readings, and cases.

**HA 518 (134) Tourism.**

Credit two hours. Hotel elective. J. Kriendler.  
Deals with the volume and dollar value of foreign and domestic tourist and business travel; the areas and groups that constitute the source of tourism; the attractions that draw them; the conveyances and routings used; and the matters of rates, foreign exchange, and passport and health requirements.

**HA 317 (135) Advertising and Public Relations.**

Credit two hours. Hotel elective. Open to upperclassmen and graduates. Fall term. H. V. Grohmann, H. J. Recknagel, and staff.  
Fundamentals of advertising, publicity, and public relations and the part each plays in a coordinated business promotion program for different types of hotels and restaurants. The lectures and visual displays depict various advertising techniques as well as current campaigns.

They also illustrate the mechanical processes used in producing all types of printed promotion material.

#### **HA 519 (136) Marketing Management.**

Credit three hours. Hotel elective. Prerequisite: Hotel Administration 517 (133). W. H. Kaven and H. J. Recknagel.

The marketing function is studied as a management activity including: analysis of marketing opportunities; organizing of marketing activity; planning the marketing program; and controlling the market effort. The course is oriented to the decision-making process in marketing. Text, cases, discussions, and visiting lecturers from the hotel industry in the areas of marketing research, pricing, and related subjects supplement instruction.

#### **HA 413 (137) Seminar in Advertising and Public Relations.**

Credit two hours. Hotel elective. Open to seniors and graduates. Prerequisite: H.A. 317 (135). H. V. Grohmann.

A seminar course dealing principally with case histories of the advertising, publicity, business promotion, and public relations of hotels, resorts, restaurants, and national travel attractions. Students have the opportunity to analyze and create their own advertising programs including names, logotypes, symbols, copy themes, complete marketing plans and forecasts for properties of their choice. Class limited to 15 students.

#### **HA 414 (138) Seminar in Marketing.**

Credit two hours. Hotel elective. Prerequisite: Hotel Administration 519 (136).

The course deals with the case histories of sales, group sales, and the overall marketing problems of hotels, resort properties, and travel attractions.

### **Information Systems**

#### **HA 114 (140) Information Systems I.**

Credit three hours. Required. R. M. Chase.  
An introduction to information systems and computing machines. Students learn keypunching and programming skills for application to selected business problems. Use of preprogrammed routines augments and extends the student's own work. Projects involving the hospitality industry are executed on the University's or the School's computer.

#### **HA 415 (146) Seminar in Hospitality Simulation Exercises.**

Credit three hours. Hotel elective. Offered upon demand to qualified seniors. Prerequisites: Hotel Administration 114 (140) or a basic course in machine language and introduction to programming, and permission of the instructor.

#### **HA 214 (147) Hotel Computing Applications.**

Credit three hours. Hotel elective. Prerequisite: Hotel Administration 114 (140).

This course is planned to acquaint students with some of the diverse applications of computing technology within the hotel industry through case studies by lecturers drawn from industry. In addition to lectures, the students will work on a systems development project.

### **Directed Studies**

#### **HA 611 (180) Work-Study Program.**

Credit twelve hours. Hotel elective. Open only to upperclassmen with permission.  
Students who enroll in this program have the opportunity to combine managerial instruction with on-the-job management experience. Juniors and seniors should apply for admission one semester in advance. Instruction is provided by the School's faculty and by the organization participating in work-study arrangements. Currently, work-study programs are in operation at five locations: (1) the Statler Inn on the University campus; (2) in Washington, D.C., under the sponsorship of the Marriott Corporation and the Washington Hilton Hotel; (3) at the Hilton Head Inn in South Carolina; (4) in New York City; and (5) at Atlanta, Georgia. Other similar programs are being arranged. Students receive both academic credit and practice credit, pay full tuition and receive appropriate financial remuneration for the period of the program.

#### **HA 711 (190) Graduate Level Directed Studies.**

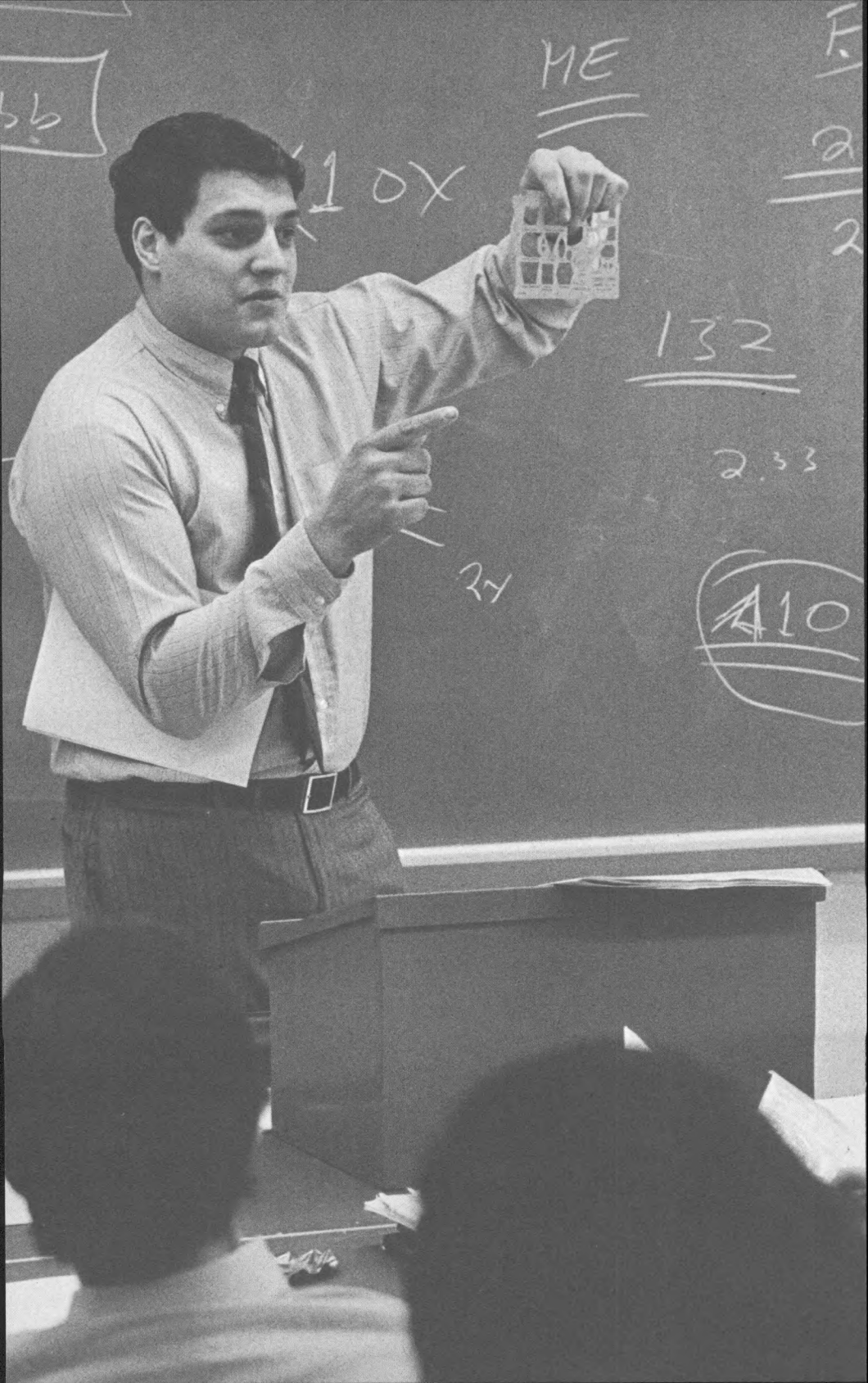
Credit to be arranged. Open to graduate students in Hotel Administration only.

Designed specifically for graduate students working on theses or other research projects. Any member of the Graduate Faculty of the School of Hotel Administration, upon consultation with the student, may be selected to direct a particular problem of special interest to the student.

### **Financial Management**

The entire fourth floor of the school section of Statler Hall—six laboratories and nine offices—is set aside for instruction in Financial Management. Certain of the lecture rooms and laboratories are furnished and equipped with an inventory of hotel front office and calculating machinery. Hotel students also have access to a complete set of IBM statistical machines and an NCR Century 615-100 computer.

Graduates who plan to go into hotel and restaurant accounting and who expect eventually to become candidates for admission to the examination for a certificate as a certified public accountant in the State of New York may, by taking a special program, earn the certification of the School of Hotel Administration as having completed the course of study approved by the Education Department of the State of New York. The program involves carrying a substantial load



of additional subjects. Such students should plan their schedules early in their academic careers.

In Financial Management, a total of eighteen hours is required, of which fifteen hours are specifically required.\* Courses in Financial Management chosen beyond the required eighteen hours may be counted as Hotel electives. The recommended sequence is:

### First Year

*Fall term:* Hotel Administration 121 (211)  
*Spring term:* Hotel Administration 122 (212)

### Second Year

*Fall term:* Hotel Administration 221 (213)  
*Spring term:* Hotel Administration 222 (214)  
*Fall or Spring term:* Hotel Administration 225 (233)

### Third Year

At least three credit hours of Financial Management must be selected from those electives listed below to satisfy the required total of eighteen hours.

Instruction in Financial Management is given by R. A. Beck, R. M. Chase, D. C. Dunn, J. J. Eyster, R. M. Angelo, J. H. Barrett, W. R. Farnsworth, R. W. Lee, J. F. Tewey, and their assistants.

**HA 120 (200) Financial Management.** Credit two hours. Not open to Hotel students. A survey course covering accounting principles, financial statement analysis, and income and payroll taxes. The course is designed for the student who desires a general knowledge of the language of business and finance. May be taken with Hotel Administration 322 (223) to include the investment aspects of financial management.

## Required Courses

**HA 121 (211) Elementary Accounting.** Credit three hours. Required. Provides an introduction to the principles of general accounting. Practice includes elementary problems in developing the theory of accounts. Among topics included are: adjusting journal entries; the work sheet; financial statements; special journals; the operation of control accounts; and accounting for fixed assets.

**HA 122 (212) Hospitality Accounting.** Credit three hours. Required. Prerequisite: Hotel Administration 121 (211) or the equivalent. A course designed to expose the students to the accounting systems found operative in hotels,

\*The course numbers appearing in parenthesis are those used in previous years when the first digit, instead of the second digit, indicated the area of study.

motels, and restaurants—as recommended by the American Hotel and Motel Association. Among the topics considered are hotel-motel front office accounting, the restaurant and other sales areas, the special journals and ledger accounts peculiar to financial statements, and their interpretation.

**HA 221 (213) Intermediate Accounting.** Credit three hours. Required. Prerequisite: Hotel Administration 121 (211) or the equivalent. Problems arising in the field of intermediate accounting. Subjects covered include problems dealing with partnership organization, operation, and dissolution; corporation accounts and records; transactions involving capital stock; stocks and bonds as investments; and interpretation of financial statements.

**HA 222 (214) Managerial Accounting in the Hospitality Industry.** Credit three hours. Required. Prerequisites: Hotel Administration 121, 122, and 221 (211, 212, and 213) or the equivalent. Deals with the generation and analysis of quantitative information for the purpose of planning, control, and decision making by managers at various levels in hospitality industry operations. Emphasis is placed on the need for and use of timely and relevant information as a vital tool in the management process.

**HA 225 (233) Financial Economics.** Credit three hours. Required. An objective study of managerial and technical problems involving numeric solutions. Special emphasis is placed upon the mathematics of finance as applied to investment decisions. Students use the Cornell Hotel Administration Simulation Exercise involving computers during the term.

## Elective Courses

**HA 223 (215) Front Office Machine Accounting.** Credit one hour. Hotel elective. Prerequisite: Hotel Administration 122 (212) or permission of the instructor. One two-hour practice period per week is individually scheduled. Students learn the operation of the NCR front-office posting machine by completing a series of practical exercises ranging from simple posting of charges and credits to error correction and the night audit.

**HA 224 (216) Food and Beverage Control.** Credit two hours. Hotel elective. Prerequisites: Hotel Administration 121 (211) or the equivalent and Hotel Administration 122, 131, and 132 (212, 311, and 312). Essentials of food and beverage control from both the operational and accounting standpoint. Practice with typical methods and forms found



in the hospitality industry. Preparation of monthly food and beverage reports using figures typical of a moderate-sized hotel.

**B&PA 306 Auditing.** Credit three hours. Hotel elective. Prerequisites: Hotel Administration 121, 122, and 221 (211, 212, and 213) or the equivalent. The work of the independent public accountant. Practice includes the preparation of audit work papers, internal control in general, and the preparation of the auditor's report.

**HA 322 (223) Investment Management.** Credit two hours. Hotel elective. Open to juniors, seniors, and graduate students, and to others by permission. A survey of investment opportunities and the methods of analysis used by business and the individual to determine the best use of investment funds. Special emphasis is placed on the stock and bond markets, including security portfolio management.

**HA 323 (224) Financial Analysis and Planning—I.** Credit three hours. Hotel elective. Prerequisites: Hotel Administration 121, 122, 221, 222, and 225 (211, 212, 213, 214, and 233). Satisfies economics elective. An examination of the financial statements of several types of businesses in the hospitality industry using various methods of analysis. Discussion and case studies involve the following areas of financial management: tax environment, profit, planning and forecasting, budgeting, capital budgeting techniques, use of leverage, valuation and rates of return, and the cost of capital.

**HA 324 (225) Financial Analysis and Planning—II.** Credit three hours. Hotel elective. Prerequisite: Hotel Administration 323 (224) or permission of instructor. An introduction to the methods used to finance an enterprise to include short, intermediate, and long-term financing and common stocks. External growth through mergers and acquisitions and the timing of financial decision-making will be studied. Case studies emphasizing financing problems in the hospitality industry will be used to apply concepts.

**HA 421 (228) Internal Control in Hotels.** Credit two hours. Hotel elective. Open to seniors and graduates and to certain others by permission. Prerequisite: Hotel Administration 122 (212). Discussion of the problems encountered in distributing the accounting and clerical work in hotels so as to provide a good system of internal control. Study of many actual cases on the failure of internal control and the analysis of the causes of the failure. Practical problems and actual techniques of functioning systems of internal control.

**HA 327 (229) Financial and Tax Aspects of the Leisure Time Industries.** Credit two hours. Hotel elective. Prerequisites: Hotel Administration 121, 122, 221, and 222 (211, 212, 213, 214, and 224), or permission of the instructor. Under the direction of R. M. Angelo and instructors from Lavalenthol Krekstein Horwath and Horwath. Financial and tax considerations associated with planned and existing operations which provide products and services for leisure time pursuits. Areas of study include development, acquisition, expansion, and diversification of operations as well as operational analysis of existing properties and projects. Current trends in international development will be included.

**HA 326 (235) Introduction to Statistical Analysis and Inference.** Credit three hours. Hotel elective. Open to juniors, seniors, and graduate students. An introduction to the basic techniques of descriptive and inductive statistics. Although substantial quantitative ability should be considered a prerequisite of the course, an effort will be made to avoid unduly complex mathematical aspects. The course will include the application of statistical methods to business situations, but it is also designed to provide the potential graduate student with varied statistical methodology customarily employed in connection with research papers. Among the topics covered are frequency distributions, graphical presentations, measures of central tendency, measures of variation, probability, sampling, hypothesis testing, linear regression, and correlation.

## Directed Studies in Financial Management

**HA 621 (280) Undergraduate Research in Financial Management.** Credit to be arranged. Members of the faculty.

**HA 721 (290) Graduate Research in Financial Management.** Credit to be arranged. Members of the graduate faculty.

## Suggested Courses in Finance in Other Divisions

Many other courses in finance are open to hotel students who have completed the required basic six hours in economics. Full details regarding the others are given in the *Announcement of the College of Arts and Sciences*, the *Announcement of the College of Agriculture*, and the *Announcement of the Graduate School of Business and Public Administration*. Hours and Instructors are announced each term.

**Public Finance: Resource Allocation. (Economics 335.)**

**Corporate Financial Management. (Business and Public Administration 128.)**



**Business Enterprise and Public Policy.**  
(Business and Public Administration 202.)

**Business Policy and Economic Instability.**  
(Business and Public Administration 376.)

**Transportation: Rates and Regulations.**  
(Business and Public Administration 575.)

**Data Processing and Computers.**

See *Hotel Administration* 114 and 415 (140 and 146) on p. 43.

## Food and Beverage Management

Statler Hall provides excellent facilities for instruction in all aspects of food and beverage: in the purchasing, storage, preparation, service, and merchandising of food as well as wines and liquors. Among the facilities are: (1) the "Oscar of the Waldorf" lecture room, a sloping-floor auditorium seating 133, equipped with a laboratory demonstration table, sink, and roll-away range; (2) two elementary food laboratories, each accommodating twenty students and each equipped with twenty stoves and twenty sinks as well as extensive stainless steel work spaces and all necessary mechanical equipment; (3) a lecture demonstration area for instruction in the selection and grading of meats, poultry, and fish; (4) a laboratory for cutting and portioning meats, poultry, and fish, equipped with extensive refrigerator and freezer storage units, power appliances, and testing devices; (5) a series of experimental kitchens for the testing of recipes and procedures; (6) an especially designed blast freezing chamber; and (7) the practice kitchens of the Statler Inn where the students prepare, under instruction, the food for the various Statler Inn and Statler Club dining rooms, which have seating totaling 1,000. Kitchens are laid out to function both as quantity food production centers and as training centers for prospective hotelmen and restaurateurs learning food production on a large-quantity basis. The equipment, all of commercial size and of the latest design, duplicated in gas and electricity, is so varied that the student has the opportunity to use and to analyze a wide range of modern kitchen appliances. The student lounge kitchen is designed for the use of students for their daily coffee hour, and for their parties and receptions. These laboratories are for the exclusive use of the School's hotel and restaurant students. They are designed and equipped especially for their particular teaching functions.

*In Food and Beverage Management, ten hours are required. Courses beyond the required ten hours may be counted as Hotel electives.\**

\* The course numbers appearing in parenthesis are those used in previous years when the first

digit, instead of the second digit, indicated the area of study.

**HA 130 (300) Introduction to Wine and Spirits.** Credit two hours. Open only to students outside the School of Hotel Administration who are over eighteen years of age. V. A. Christian. Covers the history of wine and spirits. The main focus is on flavor characteristics, fermentation processes, and brand specifications. Lectures also include purchasing, storage, wine tasting techniques, and drink formulas. Samples from a variety of countries, regions and vineyards are evaluated. A \$2.00 fee is charged for tasting equipment.

### Required Courses

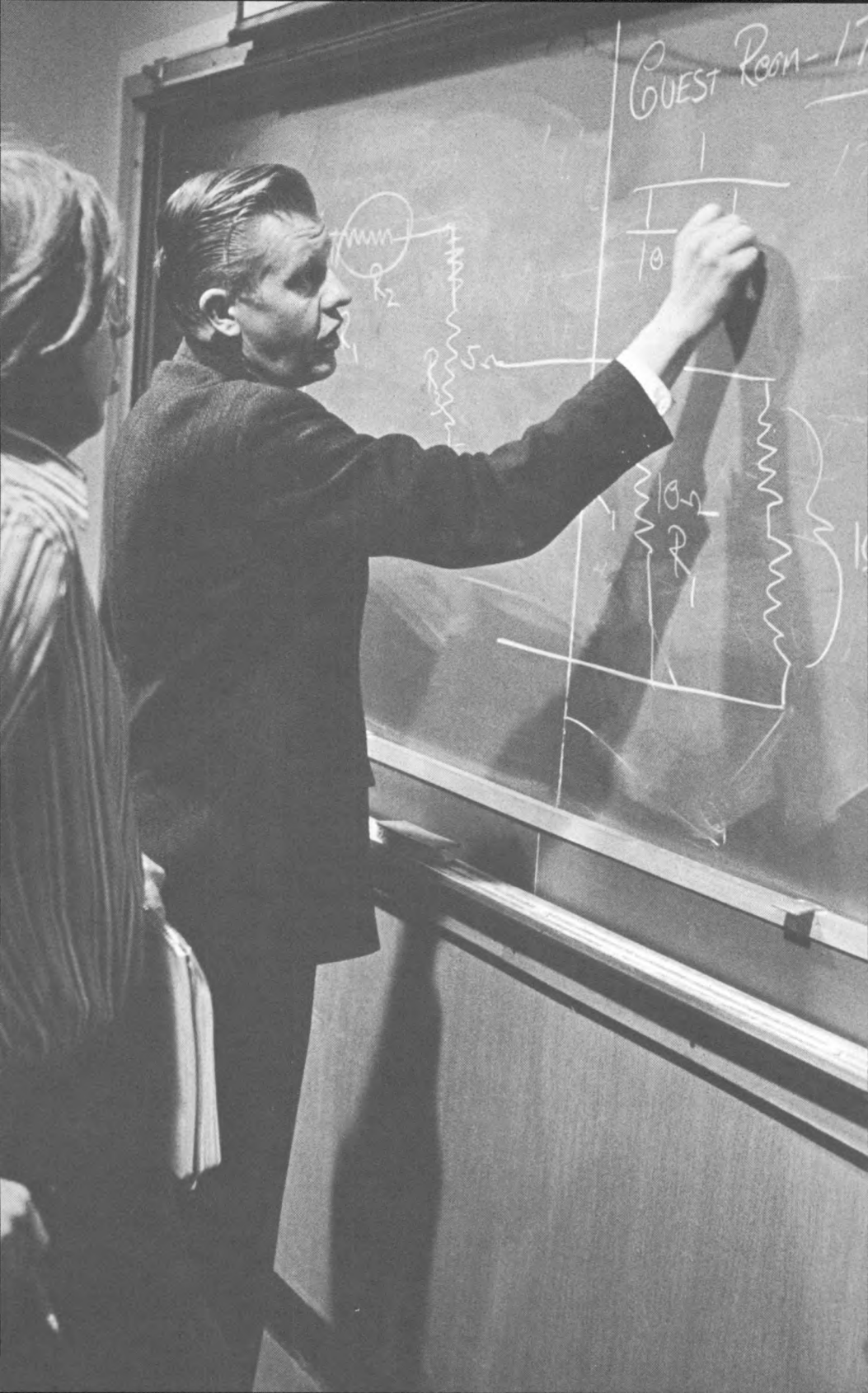
**HA 131 (311) Fundamentals of Food Preparation and Food Service.** Credit two hours. Required. W. Herrmann.

An introduction to the fundamentals of food preparation and service with a major emphasis on the work and responsibilities of employees working in the food service industry. Students are introduced to the terminology and equipment of the food service industry as they consider the practices that result in quality food preparation and service. Students receive classroom instructions with demonstrations and are able to illustrate the principles and key points which are repeated in each group of products by preparing foods in a small quantity laboratory. Taught in the main dining room of the practice inn during the evening meal hours under faculty supervision.

**HA 132 (312) Commercial Food Production.** Credit two hours. Required. Prerequisite: Hotel Administration 131 (311) or the equivalent. W. Herrmann.

Conducted in the Rathskeller cafeteria of the Statler Inn where faculty and their guests dine. In addition to the practical experience gained under these quasi-commercial conditions, students obtain further instruction from classroom lectures and demonstrations. This course deals with the current methods and principles of food production as practiced by the food service industry. Phases covered on a rotating basis include menu planning, requisitioning, pricing, preparation, serving, sanitation, performance evaluation, and scheduling.

**HA 231 (313) Meat Science and Management.** Credit three hours. Required. S. Mutkowski. Deals with the major phases of meat, poultry, and fish from the hotel, restaurant, club, and institutional standpoints; nutritive value, structure and composition; sanitation; selection and purchasing; cutting, freezing; portion control and specifications; cooking, carving, and miscellaneous topics. Required three-day field trip to visit purveyors in New York City; estimated cost for this trip ranges between \$30 and \$40.



**HA 232 (314) Advanced Commercial Food Production Management.** Credit three hours. Required. Prerequisites: Hotel Administration 131-132 (311-312). V. A. Christian, R. Whittaker, R. Johnson, and assistants.

Managing the food production and service of Statler Inn cafeteria and dining room. Each student will assume the total managerial responsibility for the food production system which includes menu planning, purchasing, receiving, storing, preparation, and merchandising. Emphasis is placed on operational performance with special emphasis on controls and guest satisfaction. Reports, classroom presentations, and demonstrations are required of each student.

## Elective Courses

**HA 233 (323) Specialty Food Preparation.** Credit three hours. Hotel elective. Prerequisites: Hotel Administration 131 and 132 (311 and 312) or their equivalent, and 231 (313); Hotel Administration 171, 172, and 173 (711, 712, and 713) are desirable. M. H. Ericson.

An advanced food course which gives experience in current methods and principles of food preparation, variety, and garnish of food adapted to hotel and restaurant service. Special emphasis is placed upon meats, vegetables, salads, breads, cake decorating, hors d'oeuvres, desserts, and recipe standardization.

**HA 331 (324) Survey of Convenience Food.** Credit two hours. Hotel elective. Prerequisites: Hotel Administration 131, 132, 171, 172 (311, 312, 711, 712), and permission of the instructor. Methods of food preservation are reviewed with special emphasis on the place of prepared foods in the commercial food operation. The student serves and evaluates prepared hors d'oeuvres, salads, soups, entrees, desserts, and vegetables from the standpoints of quality, cost, and menu adaptability. A two-day tour of convenience food restaurants and packing plants will be conducted.

**HA 332 (325) International Hotel Cuisine.** Credit three hours. Hotel elective. Open to upperclassmen and graduates. An advanced course in food preparation and service directed toward classical traditions in the culinary arts. Students will have an opportunity to work with outstanding visiting chefs.

**HA 333 (335) Restaurant Management.** Credit three hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite: Hotel Administration 232 (314). V. A. Christian. Principles of modern restaurant and food service management. Preparation for effective management by using case studies including such topics as the food service employee, menu planning, food merchandising, food production standards,

purchasing standards, and food control systems. The production cost for an operational manual written by the class is \$8.50 for each person enrolled.

**HA 334 (336) Beverage Management.** Credit three hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite: Hotel Administration 333 (335).

A management course in the planning and operating of a beverage operation. Principles of beverage selection, merchandising, controls, and bar design are emphasized. Specialists in the area of wines present lectures on American and international wines. Tasting laboratories are conducted for over 100 wines and spirits.

**HA 335 (337) Menu Planning.** Credit one hour. Hotel elective. Principles of menu planning for hotels, restaurants, clubs, and institutional service, with emphasis on history and development, types and uses, format and production, pricing.

**HA 336 (338) Managerial Aspects of Purchasing.** Credit two hours. Hotel elective. Open to juniors and seniors. V. A. Christian. Survey of the problems of purchasing meat, fish, poultry, canned products, fresh and frozen produce, dishes, and utilities. Speakers are leading managers and purveyors from the commercial food industry. In addition to lectures and class presentation, careful study is given to the writing of a purchasing manual and to a tour of current markets.

**HA 337 (339) Specialty Food Systems.** Credit to be arranged. Hotel elective. Open to upperclassmen and graduate students. Food and Beverage Management faculty. Systems related to the hospitality field of fast foods, hospitals, airlines, schools, industrial feeding, and catering.

**HA 234 (341) Hospital Food Service Administration.** Credit two hours. Hotel elective. Prerequisites: Hotel Administration 131 and 132 (311 and 312). V. A. Christian and J. Vaughan. Lectures present an overview of health care food service: organizations; significance to hospital and community; management procedures and controls; role of the professional dietitian; food production; sanitation; career opportunities; facilities layout and equipment; and utilization of food production systems. A field trip to inspect hospital food service is included.

**HA 338 (345) Special Problems in Food.** Credit one hour. Hotel elective. Prerequisites: Hotel Administration 131, 132, 231, 232, 233, 171, 172, and 173 (311, 312, 313, 314, 323, 711, 712, and 713), and permission of the instructors. M. H. Ericson and J. C. White. A seminar course for upperclassmen designed to examine in detail various aspects of food and

food service in hotels, restaurants, clubs, and related fields.

**HA 431 (347) Educational Techniques in Food Systems.** Credit to be arranged. Hotel elective. Prerequisite: Permission of the instructor. V. A. Christian.

Training techniques for teaching courses related to commercial food and food service, including beverages.

**HA 633 (382) Catering for Banquets.** Credit three hours. Hotel elective. Prerequisites: Hotel Administration 131, 132, 232 (311, 312, 314). The systematic presentation of catering for banquets, emphasizing function books, sales techniques, standardized recipes, and banquet presentations. Students will plan, prepare, and serve banquets. This is a work-study project providing monetary compensation.

**HA 634 (383) Specialty Restaurant—Steaks Royale and Ltd.** Credit two hours. Hotel elective. Prerequisites: Hotel Administration 131, 132, 232 (311, 312, 314). The design, operation, and critiquing of a specialty restaurant. Upperclassmen will plan menu, merchandize operation, and concentrate on the elements of a specialty restaurant. This is a work-study project, providing monetary compensation.

## Directed Studies

**HA 631 (380) Independent Research Projects in Food and Beverage Management.** Credit to be arranged. Hotel elective. Members of the faculty. Open to a limited number of seniors in hotel administration. Those wishing to register should consult the instructor during the preceding semester to obtain permission to enroll and to confer regarding problems chosen for special study.

**HA 731 (390) Independent Research Projects.** Credit to be arranged. Open to graduate students in hotel administration only. Members of the graduate faculty. Designed specifically for graduate students working on theses or other research projects. Any member of the Graduate Faculty of the School of Hotel Administration, upon consultation with the student, may be selected to direct a particular problem of special interest to the student.

## Related Courses in Other Divisions

**Vegetable Crops 312. Post Harvest Handling, and Marketing of Vegetables.** Credit three hours.

**Pomology 301. Economic Fruits of the World.** Credit three hours. Permission of the instructor required to enter.

## Administration

The administration of a hotel, motor inn, or resort property and its allied facilities and services embraces a broad range of knowledge. For this reason, the manager should be well informed in many related subjects in order to plan and execute the responsibilities of his position. Among the courses offered in the School's curriculum are law, economics, real estate, insurance and other subjects.\* An extensive selection of courses in additional areas, including cultural courses, are provided by other colleges in the University. The student has twenty-four hours of free electives to enable him or her to benefit from this wide array of courses.

The broad curriculum of the School of Hotel Administration enables its graduates to become administrators in many related fields. Among these fields are all types of food service administration, including airlines, hospitals, university housing and dining, clubs, travel organizations and many related activities. Students enrolled in the School who look forward to working in the hospital field may enroll in courses offered in Cornell's Sloan Institute of Hospital Administration, which is supported by a grant of \$750,000 from the Alfred P. Sloan Foundation. Complete details of the courses are given in the *Announcement of the Graduate School of Business and Public Administration*.

Several graduates, most of them women, are administrative housekeepers in large hotel systems. To the School's regular curriculum, it is suggested that students wishing to obtain further knowledge of textiles, add courses made available in the College of Human Ecology.

During the summer, the School provides several short courses approved by the National Executive Housekeepers' Association which lead to professional certification by that organization.

## Law

**HA 341 (413) Law of Business.** Credit two hours. Required. Open to upperclassmen. J. H. Sherry and J. E. H. Sherry. A basic course in business law. The student is introduced to the fundamental purposes, principles, and processes of the law as an agency of social control and as it applies to business activities. The topics treated include: the origin and development of common, statutory, and constitutional law; the organization and functioning of the judicial system; rights and duties of individuals in regard to each other and society; the acquisition, ownership, and transferability of property (real and personal), decedent's

\* The course numbers appearing in parenthesis are those used in previous years when the first digit, instead of the second digit, indicated the area of study.

estates and trusts; bankruptcy and business failures. A combination of text and case material is used.

**HA 342 (414) Law of Business.** Credit two hours. Hotel elective. Prerequisite: Hotel Administration 341 (413). J. H. Sherry. A continuation of Hotel Administration 341 (413). The Uniform Commercial Code (sales and negotiable instruments) is emphasized. A combination of text and case material is used.

**HA 343 (415) Law of Business: Contracts, Bailments, and Agency.** Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Administration 341 and 241-242 (413 and 423-424), or Economics 101-102. J. H. Sherry. A study of the formation, validity, enforcement, and breach of contracts; the laws of principal and agent, and employer and employee. A combination of text and case material is used. The aim is to develop skill and experience in analytical thinking as an aid and tool in modern managerial technique.

**HA 344 (416) Law as Related to Innkeeping.** Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Administration 341 and 241-242 (413 and 423-424), or Economics 101-102. J. H. Sherry. A study of the laws applicable to the ownership and operation of inns, hotels, motels, restaurants, and other places of public hospitality. Consideration of the host's duties to guests, lodgers, boarders, tenants, invitees, licensees, and trespassers; the exclusion and ejection of undesirable; liability for personal injuries on and off the premises; the concept of negligence; liability for damage or loss of property; statutory limitations of liability; lien rights; concession agreements; leases; credit and collection practices; arrest and detention of wrongdoers; and miscellaneous statutes and administrative rules and regulations applicable to public houses. The material is treated from the point of view of the executive who is responsible for policy and decision making.

**HA 345 (417) Law of Business: Business Organization, Partnerships and Corporations.** Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Administration 341 and 241-242 (413 and 423-424), or Economics 101-102. J. H. Sherry. A study of the available forms of business organization, with special emphasis on general and limited partnerships and corporations. Comparison of the relative advantages and disadvantages of partnerships and corporations. Consideration of the use of limited partnerships in hotel and motel syndications; corporate promotion; financial devices for raising capital; corporate control and management, and the respective rights, duties, and powers of officers, directors, and

stockholders. The aim is to correlate the legal, accounting, taxation, and management aspects of organized business enterprises. A combination of text and case material is used.

**HA 542 (418) Law and the Woman Employee.** Credit two hours. Hotel elective. Open to students in other colleges. J. E. H. Sherry. Designed to enable management to deal with the legal problems of woman employees as they affect the hospitality industry, and to provide the nonlaw student with information regarding the emerging legal rights of women generally. The practical needs of the industry and of women as co-equals is examined and treated. Emphasis is placed on an awareness of the psychological, social and economic factors which are operative in this area, and what legal changes are required to meet current and future needs. A combination of text, statutory, and case materials is used.

## Economics

**HA 241 (423) Macroeconomics.** Credit three hours. Required. W. H. Kaven. Modern economic problems are examined from the viewpoint of their historical perspective and as national issues after which aggregate economic system and the determinants of prosperity and recession are concentrated upon. Oriented toward the economic environment of business decisions and utilizes a text and case book for discussions along with current business publications.

**HA 242 (424) Microeconomics.** Credit three hours. Required. W. H. Kaven. Centers on the use of economic analysis in formulating business decisions. Draws upon such concepts as demand, cost, profit, compensation, and pricing, and introduces managerial economics. In addition to text and cases, current business publications are utilized.

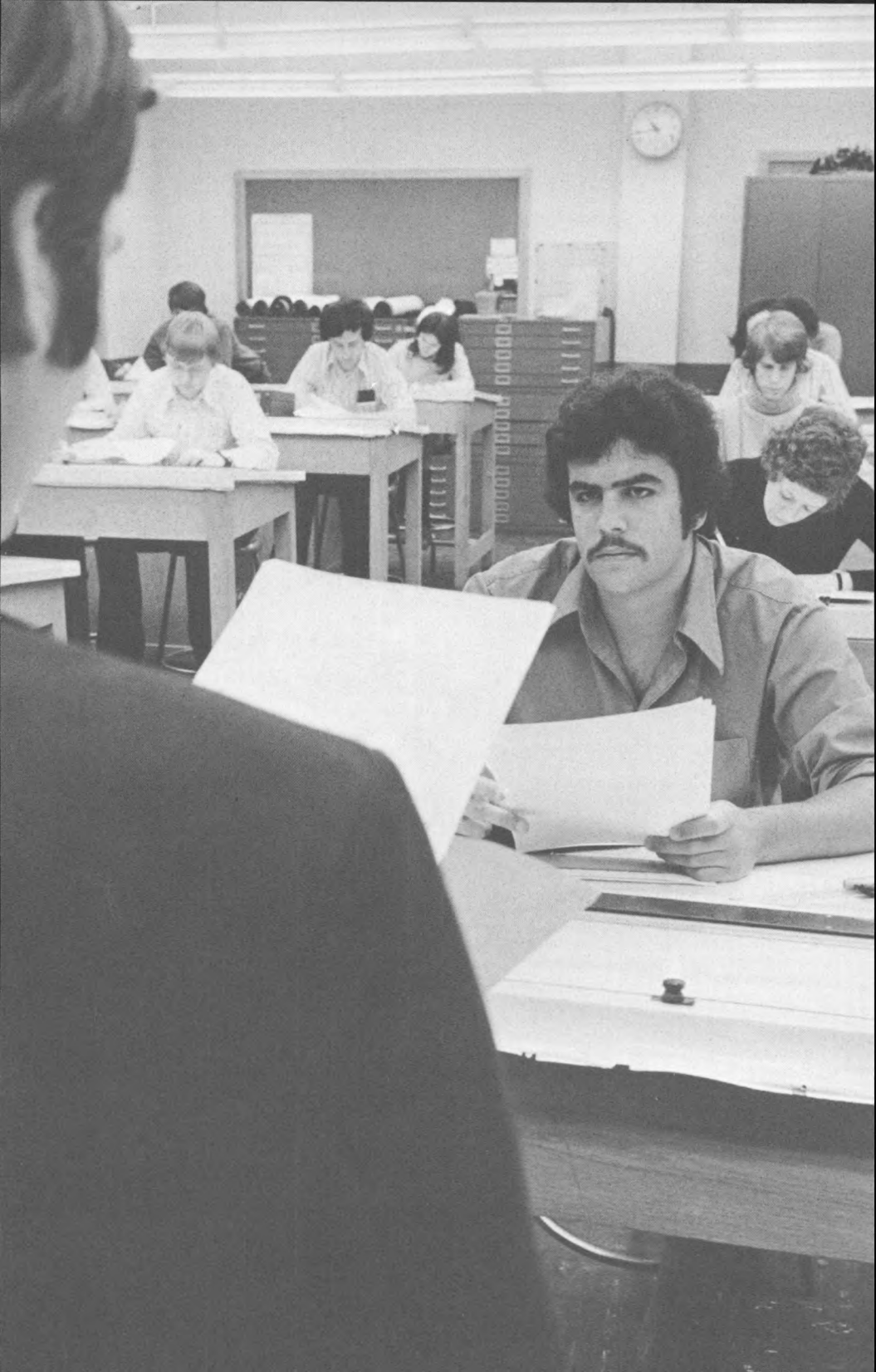
**Economics 101 Introductory Economics.\*** Credit three hours. Required.

Centers on the determinants of aggregate economic activity. The main areas studied are the monetary and banking systems, the composition and fluctuations of national income, and the major conditions of economic growth, all as influenced by monetary, fiscal and other policies.

**Economics 102 Introductory Economics.\*** Credit three hours. Required. Prerequisite: Economics 101. A survey of the existing economic order, with particular emphasis on the salient characteristics of the modern American economy. Concentration is on explaining and evaluating the operation of the price system as it regulates production,

\* Economics 101-102 may be substituted for Hotel Administration 241-242 (423-424).







distribution, and consumption, and as it is in turn modified and influenced by private organization and government policy.

### **Suggested Courses in Economics in Other Divisions**

The required three-hour elective course in economics may be satisfied by one or a combination of the courses listed below. It may also be fulfilled by three credit hours selected from such courses as Hotel Administration 322, 323, 324, 245, 246, 441, 517, or 519 (223, 224, 225, 417, 435, 436, 133, or 136). When two courses of two hours each are taken outside of the School of Hotel Administration, the extra hour may be counted as a free elective; when taken within the School, the extra hour may be counted as a hotel elective.

Of the large number of courses in economics open to hotel students, only those frequently taken by them are described here. Full details regarding the others are given in the *Announcement of the College of Arts and Sciences*, the *Announcement of the College of Agriculture and Life Sciences*, and the *Announcement of the Graduate School of Business and Public Administration*. Hours and instructors to be announced each term.

**Intermediate Microeconomic Theory.** (Economics 311.)

**Intermediate Macroeconomic Analysis.** (Economics 312.)

**Economic History of Modern Europe.** (Economics 322.)

**Money and Credit.** (Economics 331.)

**Macroeconomic Policy.** (Economics 338.)

**Industrial Organization.** (Economics 351.)

**International Trade Theory and Policy.** (Economics 362.)

**Public Policy and Economic Development.** (Economics 371.)

**Economic and Business History.** (Business and Public Administration 375.)

**Corporate Behavior and the Public Interest.** (Business and Public Administration 377.)

**Marketing.** (Agricultural Economics 240.)

**Managerial Economics.** (Agricultural Economics 324.)

**Managerial Decision Making.** (Agricultural Economics 424.)

Properties Management students analyze hotel-motel plans in a course taught by Professor Penner, an architect.

### **Economics of Wages and Employment. (Industrial and Labor Relations 241.)**

### **Real Estate**

**HA 346 (435) General Survey of Real Estate.** Credit two hours. Hotel elective. Prerequisites: Hotel Administration 241-242 (423-424) or Economics 101-102. D. Sher.

A practical survey of real estate as the capital investment decision in the hospitality industry and related retail industries. Lectures and case studies cover the role and importance of real estate environment, the relationship of real estate to the marketing strategy of a company and its investment decisions; cash flow analysis as the central economic core of real estate investment; acquisition of real estate; location analysis and site selection; the marketing and merchandising of real estate; the financing of real estate; and the effects of real estate financing on a company's overall corporate financial structure and on its future borrowing ability.

**HA 441 (436) Seminar in Real Estate.** Credit two hours. Hotel elective. Prerequisite: Hotel Administration 346 (435) or its equivalent. D. Sher.

This course develops the concepts introduced in Hotel Administration 346 (435) with case studies and field projects.

**HA 442 (450) Orientation in Safety of Personnel and Property.** Credit one hour. Hotel elective. Prerequisites: Hotel Administration 251, 351, and 352 (513, 515, and 516) or permission of the instructor.

Consideration of such subjects as fire prevention and control in public structures, fire insurance, and the training of personnel in the areas of first aid and disaster control. The first aid training program will include familiarization with safety equipment. Students successfully completing the course will receive senior Red Cross certification.

### **Insurance**

**HA 541 (445) General Insurance.** Credit three hours. Hotel elective. Upperclassmen and graduates. K. McNeill.

Designed to provide the student with a comprehensive introduction to the insurance field. The emphasis is upon fire insurance, casualty insurance, and multiple peril policies. Such topics are covered as the law of contracts as it relates to insurance; the fire insurance policy and fire insurance forms; business interruption, marine, burglary and crime, and liability insurance; rates and rate making; bonds; negligence and torts, compensation; package policies; adjustment of losses; and the types of insurers.

### **Directed Studies**

**HA 641 (480) Directed Studies in Hotel Administration.** Credit two, three, or four hours.

Hotel elective. Open to a limited number of seniors in hotel administration. Those wishing to register should consult the instructor during the preceding semester to obtain permission to enroll and to confer regarding problems chosen for special study. Hours to be arranged.

#### **HA 741 (490) Graduate Level Directed Studies.**

Designed specifically for graduate students working on thesis or other research projects. Any member of the Graduate Faculty of the School of Hotel Administration, upon consultation with the student, may be selected to direct a particular problem of special interest to the student.

## Properties Management

Instruction is given in the management of hotel, motor inn, and restaurant physical facilities and in their planning and design. Specialized courses are also offered in food facilities planning. Statler Hall is used as a large laboratory. In addition, the building has well-equipped lecture rooms, two drafting rooms, and especially equipped laboratories, used exclusively for studying, demonstrating, and testing the mechanical equipment and building components typically used in hotels and restaurants.

A variety of drawings and specifications of many actual building floor plans, guest room arrangements, dining room seatings, and kitchen layouts are utilized in the laboratory work on building construction and operation. Equipment includes: full-size bathroom units, plumbing fixtures, pipe fitting equipment, hot water heaters; air conditioning equipment; fan equipment; room air conditioning units; an oil-fired boiler; electrical control equipment; wiring devices, meters and illumination equipment; and mechanical refrigeration equipment including test units, compressors, condensers, and controls. An extensive catalog file as well as a library of plans and specifications are used as supplementary references.

The elements of interior design are included as part of advanced courses in Properties Management 452, 453, and 454 (525, 526, and 527). Students may also count as free electives certain elementary courses in design offered by the Department of Design and Environment Analysis of the College of Human Ecology.

In Properties Management, a total of twelve hours is the required minimum, consisting of four three-hour courses. Courses in Properties Management chosen beyond the twelve total required hours may be counted as Hotel electives.\* The recommended sequence for continuity of instruction is:

\* The course numbers appearing in parenthesis are those used in previous years when the first digit, instead of the second digit, indicated the area of study.

### **Second Year**

*Fall or spring term:* Hotel Administration 251 (513)

### **Third Year**

*Fall term:* Hotel Administration 351 (515)

*Spring term:* Hotel Administration 352 (516)

### **Third or Fourth Year**

*Fall or spring term:* Hotel Administration 451 (517)

*Fall term:* Hotel Administration 453, 454 (526, 527)

*Spring term:* Hotel Administration 452, 455, 456 † (525, 528, 529). For qualified students planning to major in Properties Management, the recommended sequence may be started in the freshman year. Department permission is required. Instruction in Properties Management is given by R. A. Compton, P. R. Broten, J. J. Clark, and R. H. Penner, and their assistants.

## Required Courses

### **HA 251 (513) Introduction to Properties Management.** Credit three hours. Required.

Basic principles of graphic communication as a management tool for problem solving are covered in this course, which includes drafting fundamentals and also the interpretation of both presentation and technical drawings. Principles of site analysis and site planning, physical plant organization, and internal spatial relationships common to hotel and restaurant properties are stressed.

### **HA 351-352 (515-516) Mechanical and Electrical Problems I and II.** Credit three hours each term. Required. Prerequisites: Hotel Administration 251 and 225 (513 and 233).

Investigation of management problems associated with the mechanical systems of the physical plant. The major systems of water and drainage, heating, refrigeration, air conditioning, and electricity are given primary emphasis. In addition, systems such as elevators, fire equipment, swimming pools, communications, data processing, laundry, and housekeeping equipment are discussed. The basic engineering theory associated with each of the mechanical systems is taught. Throughout the course the problems of capital expenditures, operating costs, and of repairs and maintenance are stressed.

### **HA 451 (517) Physical Plant Planning and Construction.** Credit three hours. Required.

Prerequisites: Hotel Administration 251 and 225 (513 and 233). Completion of Hotel Administration 352 (516) is desirable, but qualified students

† Not offered 1973-74

may register in the course with the permission of the instructor.

The feasibility, planning, development, and construction of the physical plant of the hotel and food facilities projects are considered and analyzed. Materials and methods of building construction, repair, and maintenance are covered. Emphasis is placed on trade practices, building codes, cost estimation, and management responsibility in working with professional planners.

## Elective Courses

**HA 452 (525) Seminar in Hotel Guest Room Design.** Credit three hours. Prerequisite: Hotel Administration 251 (513).

A project course concerned with the problems related to hotel guest room design and renovation. The seminar is primarily concerned with the study of guest requirements in the different lodging types (hotel, motel, resort, etc.) and their influence on the design of the guest room unit.

**HA 453 (526) Seminar in Environmental Control.** Credit three hours each term. Prerequisite: Hotel Administration 352 (516). Permission of the instructor is required before registering.

Theory and application of light and color, acoustical design, noise suppression, control systems, temperature, humidity control, and ecological considerations. Topics will be examined via the assignment and discussion of projects.

**HA 454 (527) Seminar in Hotel Planning.** Credit three hours. Limited to seniors and graduates. Prerequisite: Hotel Administration 352 (516).

Through project assignments, the design and layout for a proposed hotel, from feasibility study through plans and specifications, are covered. Emphasis is placed on site solution, floor plans, guest room layouts, and the selection and arrangement of equipment in all of the various departments.

**HA 455 (528) Seminar in Restaurant Planning.** Credit three hours. Limited to seniors and graduates. Prerequisite: Hotel Administration 352 (516).

A project course in the analysis and design of restaurant properties. The critical study of existing solutions sets the design criteria for both kitchen and dining areas. These guidelines serve as the basis for the student work which includes general programming, organization, spatial standards, layout, and equipment.

**HA 456 (529) Seminar in Destination Resort Planning.** Credit three hours. Limited to seniors and graduates. Prerequisite: Hotel Administration 352 (516).

A project course in the feasibility and planning of destination resort properties, with emphasis on

the development of recreational facilities as well as the hotel physical structure.

**HA 353 (543) Food Facilities Programming, Planning, and Design.** Credit three hours.

Lectures and laboratory deal with first-stage planning, which must be done by the owner or his consultant in the programming for any project of mass feeding. The many factors which must be programmed in order to satisfy all principal objectives are outlined: site selection, market analysis, kind of operation, merchandising program, and surveys to determine the wants and needs of patrons to be served. Also included are research studies to resolve menu requirements, to plan for the particular type of service to be employed, to create desired atmosphere, to program functions of personnel, to plan maintenance, analyze administrative objectives, and to develop the major prospectus. Pro forma studies and feasibility research round out the coverage.

**HA 457 (545) Food Facilities Equipment, Layout, and Design.** Credit three hours. Hotel elective. Prerequisite: Hotel Administration 353 (543) or permission of the instructor.

Lectures, research, and laboratory work are centered in the student's project thesis. Each student programs, plans, and develops a complete project. This involves study: (1) to research the project program and draw up the prospectus; (2) to select and design equipment; (3) to develop layout studies and complete the master plan (preliminary renderings); (4) to develop working drawings (contract drawings), including equipment and architectural plans, mechanical plans, equipment detail drawings, and equipment schedules which are required for bidding, fabrication, construction, and installation; and (5) to budget-estimate and review feasibility studies.

**HA 354 (546) Advanced Food Facilities Engineering.** Credit three hours. Hotel elective. Prerequisite: Hotel Administration 457 (545).

Lectures, research, and laboratory work include the areas of methods and detailed facilities engineering. This involves studies of general and itemized specifications, bid analysis and awarding of contracts, checking and approving shop drawings, field supervision, inspection, field conferences, punch lists, approval for acceptance of all facilities, and operational instruction.

**HA 458 (547) Food Facilities for Convenience Foods.** Credit two hours. Hotel elective.

Prerequisite: Hotel Administration 353 (543). Lectures and recitations deal with the research, planning, evaluation, and the design of food service systems which are oriented toward convenience foods. The foods and material handling equipment are analyzed as product concepts, and equaled to market acceptance through operation research techniques with emphasis upon facilities planning. Field trips and lectures by industry personnel will be included.



# Managerial Communications

## Freshman Humanities Program

To replace its traditional freshman English composition program of six hours credit, the University has recently inaugurated a series of small discussion and writing courses in the humanities which are conducted jointly by ten departments in the College of Arts and Sciences. The aim of the new program is two-fold. It offers the incoming student a wide variety of subjects from which to choose, and provides him with the opportunity of relating his written assignments directly to the subject areas which primarily interest him. The courses are uniform only in the sense that all of them require intensive practice in composition and that the enrollment in each section is limited to twenty students. To satisfy the Freshman Humanities requirement, each student must elect any two (but no more than two) of the courses. Each student is expected to enroll in one of these courses during the fall semester and in another during the spring semester of his first year of residence. Each course carries three hours of credit.\* A course used in satisfying the Freshman Humanities requirement may not be used in satisfying the Distribution or language requirement. Supplementary information about the program and specific instructions about registration procedures will be mailed separately to all incoming freshmen in April or May.

## Required Courses

**HA 265 (630) Communication Techniques for Management.** Credit three hours. Required. Prerequisites: Hotel Administration 111 and 211 (110 and 113) or the equivalent. J. E. H. Sherry. This course considers the elements of effective communication, both written and oral, so necessary to the manager of a hotel, motor hotel, restaurant, or club. Oral topics are treated from the standpoint of theory, preparation, presentation, and critique. Other items covered include business letters, memorandums, and fundamentals of report writing.

**Communication Arts 301. Oral Communication †** Credit three hours. Fall term limited to juniors and seniors; spring term open to sophomores, juniors and seniors. Training and experience in the theory, preparation, presentation, and evaluation of oral topics. Designed to encourage interest in public

\* The course numbers appearing in parenthesis are those used in previous years when the first digit, instead of the second digit, indicated the area of study.

† May be substituted for Hotel Administration 265 (630).

Laboratory demonstrations are taped. Professor Moore (*standing*), production supervisor, monitors a tape of instructor Mutkowski, Meat Science and Management.

affairs and to develop self-confidence. Individual appointments are scheduled to counsel the students in principles of effective self-expression.

## Elective Courses

(Open also to students outside the School)

**HA 161 (610) Typewriting.** Credit two hours. Hotel elective. E. Seaburg. The personal needs of college students are met by this course in elementary typewriting.

**HA 261 (611) Typewritten Communication.** Credit two hours. Hotel elective. Prerequisite: Hotel Administration 161 (610) or the equivalent. E. Seaburg.

A course in electric typewriting designed for those students (not secretarial typists) who wish to increase their efficiency in speed and accuracy on reports, tabulations, and business letters.

**HA 262 (612) Secretarial Typewriting and Procedures.** Credit three hours. Hotel elective. E. Seaburg.

Students who already know the keyboard develop sufficient speed and accuracy to meet business standards for an executive secretary. Instruction is provided in filing, duplication, and machine transcription.

**HA 263 (620) Shorthand Theory.** Credit three hours. Hotel elective. E. Seaburg and B. David. The basic theory of Gregg shorthand is completed; dictation and transcription speed are developed to meet business standards for a stenographer.

**HA 361 (621) Shorthand Transcription.** Credit two hours. Hotel elective. E. Seaburg. Students who already know the basic theory of Gregg shorthand develop sufficient skill in dictation speed and transcription to meet business standards for an executive secretary.

**HA 264 (622) Managerial Letter Writing.** Credit two hours. Hotel elective. E. Seaburg. Students learn the techniques of good letter composition. Skill is developed in correct procedures for machine dictation and dictation to stenographers. Opportunity for typing improvement on electric typewriters is provided.

**HA 661 (680) Directed Studies in Managerial Communications.** Credit to be arranged. Hotel elective. Limited to upperclassmen. J. E. H. Sherry.

This course is designed for students engaged in the preparation of special reports and other communications projects.

See also Management-Marketing: Advertising and Public Relations—Hotel Administration 317 (135) and Management Information Systems: Hotel Administration 114 and 415 (140 and 146).

Hotel students may choose as electives from an



extensive variety of courses in order to acquaint themselves with cultural subjects and to become fluent in the use of foreign languages; thus taking advantage of the 24 free elective hours of the 120 hours required for graduation. Full details of the courses open to hotel students will be found in the *Announcement of the College of Arts and Sciences* and the *Announcement of the College of Agriculture and Life Sciences*.

## Foreign Languages

The mastery of a foreign language is a mark of a well-educated man or woman. For the hotelman a second language is particularly desirable. At Cornell the foreign languages are taught by modern methods that place special emphasis on speaking and understanding the spoken language. The daily classes are kept small. Native speakers and playback machines are extensively used.

Each of the following courses has a credit of six hours.

**French, Elementary Course. (French 101.)**

**German, Elementary Course. (German 101.)**

**Italian, Elementary Course. (Italian 101.)**

**Japanese, Elementary Course. (Japanese 101.)**

**Portuguese, Elementary Course. (Portuguese 101.)**

**Russian, Elementary Course. (Russian 101.)**

**Spanish, Elementary Course. (Spanish 101.)**

## Science

A knowledge of basic science is fundamental to many aspects of the hospitality industry, especially for menu planning, food purchasing, storage, production, and service, and for house-keeping and building maintenance. Required courses include three hours of basic chemistry, four hours of food chemistry, and two hours of sanitation.\* Statler Hall has a forty-place basic chemistry laboratory and a forty-place laboratory for the study of the scientific application of chemical and physical principles to food production and sanitation. In addition to the required and elective courses offered in the School, the student may also choose from a wide range of free elective courses in human nutrition, biological sciences, biochemistry, and food science offered in the New York State Colleges of Human Ecology and Agriculture and Life

Sciences. Students who look forward to careers that may involve responsibility for food operations in hotels, schools, colleges, and institutions generally may wish to satisfy the academic requirements for membership in the American Dietetic Association as Food Service Management. To do so, it is necessary to include among their electives four hours in human physiology, three hours in human nutrition, and an additional hour of chemistry. To qualify as a therapeutic and administrative dietitian, the candidate must also complete, in addition to the above, three hours of biochemistry and an additional three hours in nutrition and disease. Students interested in qualifying for membership in the American Dietetic Association should confer with their advisers early in their academic careers.

## Required Courses

**HA 171 (711) Food Chemistry I.** Credit three hours. Required. Prerequisite: high school chemistry. P. J. Rainsford and staff. Principles and concepts of inorganic chemistry and organic chemistry. The chemistry of fats, carbohydrates, and proteins is emphasized. Three lectures and one two-hour recitation weekly.

**HA 172 (712) Food Chemistry II.** Credit four hours. Required. Prerequisite: Hotel Administration 171 (711). P. J. Rainsford and staff. The chemistry of fats, carbohydrates, and proteins is emphasized in relation to food products and food production techniques. The roles of additives in foodstuffs, colloidal phenomena, of food processing, and reconstitution techniques are studied. Three lectures and one three-hour laboratory weekly.

**HA 173 (713) Sanitation in the Food Service Operation.** Credit two hours. Required. J. C. White.

The causes and prevention of food poisoning are stressed. Included are the aesthetic, moral, and legal responsibilities involved in presenting sanitary food to patrons. Emphasis is placed on the current problems confronting the industry with recent food developments as they relate to sanitation.

## Elective Courses

**HA 671 (780) Directed Studies in Science.** Credit to be arranged. Hotel elective. Prerequisite: permission of the instructor. This course is designed to study specific chemical processes involved in modern food preparation.

## Related Courses in Other Divisions

(See appropriate catalogue for credit and prerequisites, etc.).

\* The course numbers appearing in parenthesis are those used in previous years when the first digit, instead of the second digit, indicated the area of study.



**Introductory General Biochemistry**  
(Biochemistry 131).

**Ecology of Human Nutrition and Food**  
(Human Nutrition and Food 115).

**Human Physiology** (Biological Sciences 210).

**Biological Science** 101.

**Biology for Nonmajors** (Biological Sciences  
107).

**Food Chemistry I** (Food Science 200).

**Food Chemistry II** (Food Science 410A).

**Sensory and Objective Evaluation of Foods**  
(Food Science 410B).

**Physical Chemistry of Foods I** (Food Science  
300).

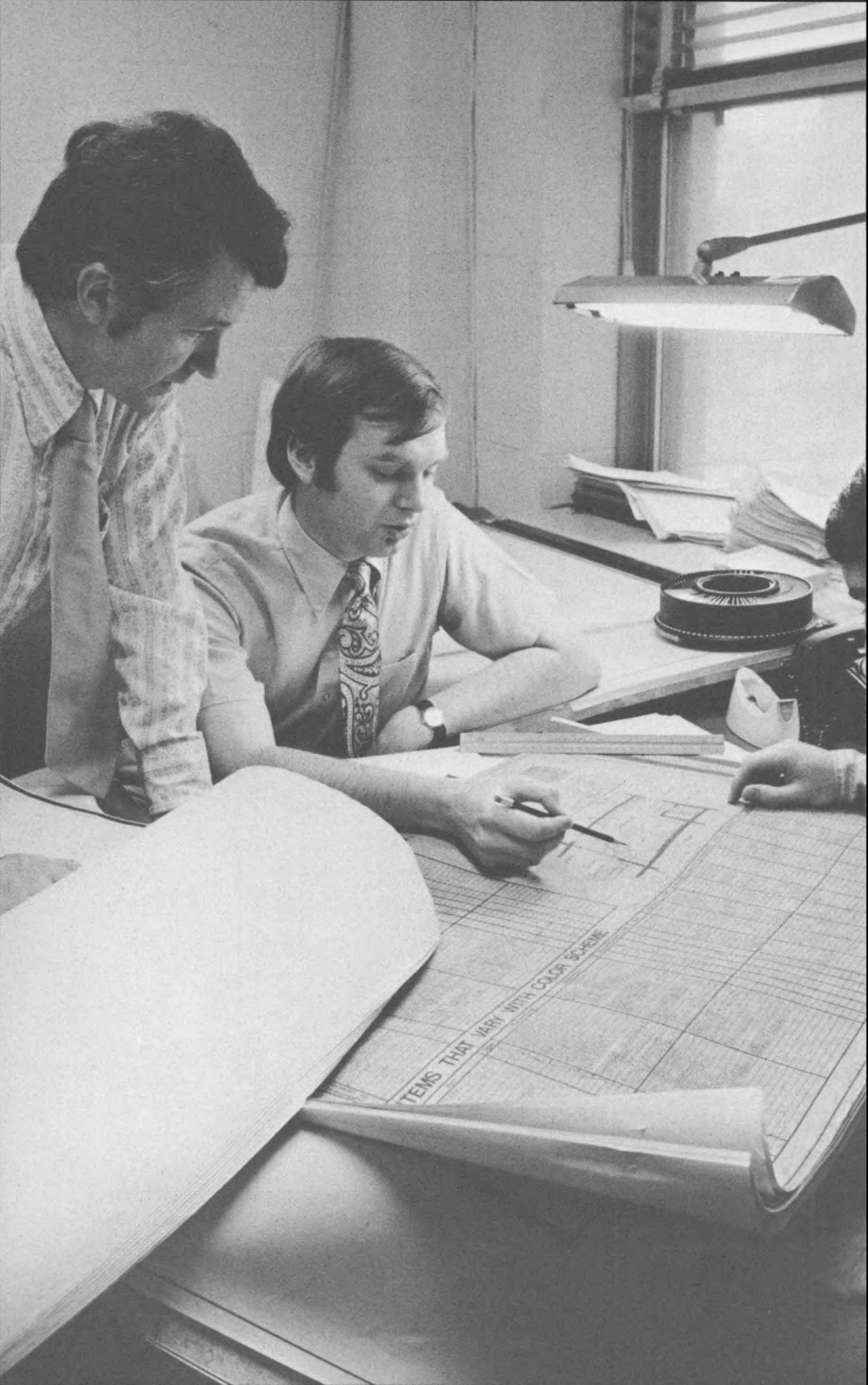
**Food Processing I & II** (Food Science 404 and  
405).

**Food Analysis** (Food Science 210).

**Post Harvest Handling and Marketing of  
Vegetables** (Vegetable Crops 312).

**Sanitary Principles, Toxicology, and Public  
Health** (Food Science 304).

**Food Processing IV—Fats and Oils**  
(Food Science 407).



## Cornell University

# Register

### University Administration

Dale R. Corson, President of the University  
Robert A. Plane, University Provost  
Lisle C. Carter, Jr., Vice President for Social and Environmental Studies  
W. Donald Cooke, Vice President for Research  
Lewis H. Durland, University Treasurer  
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Samuel A. Lawrence, Vice President for Administration  
E. Hugh Luckey, Vice President for Medical Affairs  
Thomas W. Mackesey, Vice President for Planning  
Paul L. McKeegan, Vice Provost  
Arthur H. Peterson, University Controller  
Richard M. Ramin, Vice President for Public Affairs  
Robert F. Risley, Vice Provost  
Neal R. Stamp, Secretary of the Corporation and University Counsel

### School of Hotel Administration Faculty

#### Administration

Robert A. Beck, Ph.D., Dean of the School of Hotel Administration; E. M. Statler Professor in Hotel Administration  
Paul L. Gaurnier, M.S., Assistant Dean of the School of Hotel Administration; Associate Professor in Hotel Administration  
Katherine R. Spinney, B.A., B.L.S., Librarian, School of Hotel Administration

#### Faculty

O. Ernest Bangs, Professor in Food Facilities Engineering, Emeritus  
Matthew Bernatsky, Professor in Hotel Administration, Emeritus  
Charles E. Cladel, M.S., C.P.A., Professor in Hotel Administration, Emeritus

Frank H. Randolph, B.A., M.E., P.E., Professor in Hotel Engineering, Emeritus  
Charles I. Sayles, B.S., M.E.E., Professor in Institutional Engineering, Emeritus  
Mrs. Laura Lee W. Smith, Ph.D., Professor in Hotel Administration, Emeritus  
Louis A. Toth, C.P.A., Professor in Hotel Accounting, Emeritus  
Rocco M. Angelo, B.S., Lavenhol Krekstein Horwath and Horwath, Lecturer in Hotel Administration  
James H. Barrett, Ph.D., C.P.A., Ernst & Ernst, Lecturer in Hotel Administration  
Robert A. Beck, Ph.D., E.M. Statler Professor in Hotel Administration; Dean of the School of Hotel Administration  
Paul R. Broten, M.S., Professor in Hotel Administration and Director of Research and Development  
Robert M. Chase, B.M.E., M.B.A., Associate Professor in Hotel Administration  
Thomas C. Chevoor, B.S., Research Associate, Research and Development  
Vance Christian, A.B., B.S., M.S., Associate Professor in Hotel Administration  
John J. Clark, Jr., Ph.D., Associate Professor in Hotel Administration  
Richard A. Compton, B.S.M.E., M.S., Associate Professor in Hotel Administration  
Donal A. Dermody, M.S., Associate Professor in Hotel Administration; Director of Workshops  
Thomas M. Diehl, M.B.A., Assistant Professor in Hotel Administration  
David C. Dunn, Ph.D., Associate Professor in Hotel Administration  
Myrtle H. Ericson, M.S., Professor in Hotel Administration  
James J. Eyster, M.S., Assistant Professor in Hotel Administration  
W. Robert Farnsworth, B.S., Lecturer in Hotel Administration  
Eugene A. Ference, M.S., Lecturer in Hotel Administration  
Dennis H. Ferguson, B.S., Research Associate in Hotel Administration  
Paul L. Gaurnier, M.S., Associate Professor in Hotel Administration; Assistant Dean of the School of Hotel Administration

Professors Clark, an electrical engineer, and Penner, an architect, check a student's project in guest room design.

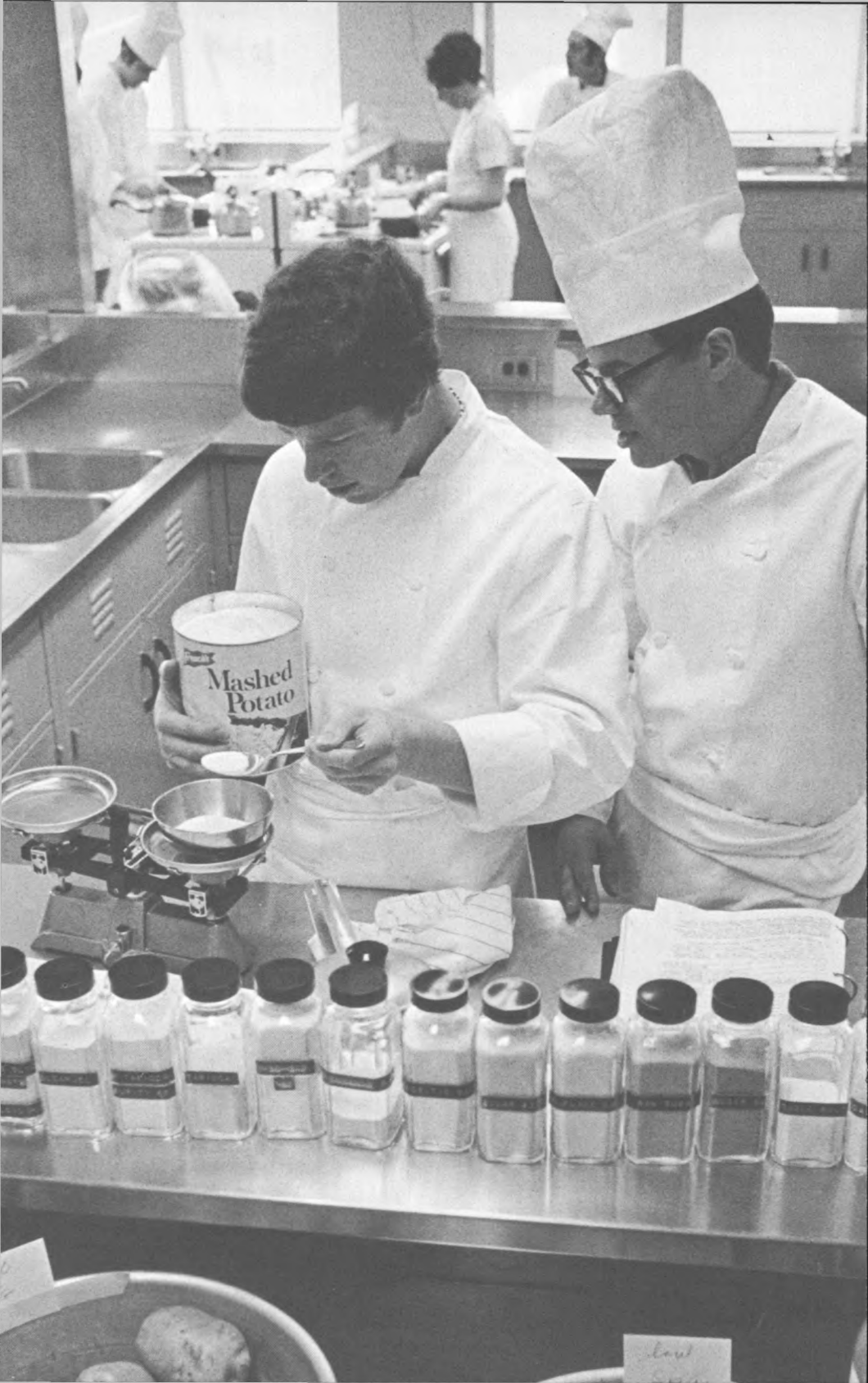
H. Victor Grohmann, B.S., Chairman of the Board, Needham & Grohmann, Inc.; H. B. Meek Visiting Professor in Hotel Administration  
 Walter Herrmann, B.S., Lecturer in Hotel Administration  
 Ray Johnson, Special Instructor in Food Service  
 William H. Kaven, Ph.D., Associate Professor in Hotel Administration  
 Jeffrey F. Kriendler, B.S., Assistant Director of Public Affairs, Pan-American World Airways, Lecturer in Hotel Administration  
 Robert W. Lee, Principal, Peat, Marwick, Mitchell, & Co., New York, Lecturer in Hotel Administration  
 Keith McNeil, B.S., Lecturer in Hotel Administration  
 Richard G. Moore, M.E.E., M.B.A., Assistant Professor in Hotel Administration  
 Stephen A. Mutkowski, B.S., Lecturer in Hotel Administration  
 Malcolm A. Noden, Research Associate, Research and Development  
 Richard H. Penner, M.S.Arch., Assistant Professor in Hotel Administration  
 Peter Rainsford, Ph.D., Assistant Professor in Hotel Administration  
 Helen J. Recknagel, Ph.D., Professor in Hotel Administration; Editor School Publications  
 Ellen C. Seaburg, B.S., Lecturer in Hotel Administration  
 Thomas Selling, B.S., Special Instructor, Puerto Rican Branch  
 David Sher, Carrols Development Corp., Lecturer in Hotel Administration  
 John E. H. Sherry, B.A., J.D., Associate Professor in Hotel Administration  
 John H. Sherry, B.S., LL.B., Professor in Hotel Administration  
 Katherine R. Spinney, B.A., B.L.S., Librarian, School of Hotel Administration  
 John F. Tewey, B.S., Lecturer in Hotel Administration; Admissions and Placement Officer  
 John S. Vaughan, B.S., Vice President, ARA Food Services Co., Lecturer in Hotel Administration  
 Roger Whitaker, Special Instructor in Food Service  
 James C. White, Ph.D., Professor in Hotel Administration  
 Donald W. Whitehead, B.S., President, Hotel Enterprises, Inc., Lecturer in Hotel Administration

#### Visiting Lecturers, 1972-73

Samuel Aaron, President, Sherry-Lehmann, Inc., New York, N.Y.  
 David Arnold, Lavenhol Krekstein Horwath & Horwath, Philadelphia, Pa.  
 Dr. Robert C. Baker, Director of Food Science and Marketing, New York State College of Agriculture and Life Sciences, Cornell University

David Bandler, Dairy Extension Specialist, Cornell University  
 Giuseppe Bazzani, Food and Beverage Director, Caribe Hilton Hotel, San Juan, Puerto Rico  
 Solomon Berger, Palmer Fish Co., Rochester, N.Y.  
 James Berrini, Milford, Mass.  
 Jacque Bloch, Assistant to the Administrator, Montefiore Hospital and Medical Center, Bronx, N.Y.  
 Peter H. Box, Jr., Vice President, Fletcher Properties, Inc., Jacksonville, Fla.  
 Richard A. Bradley, Robert A. Freeman, Peter E. Lee, Executive Officers, Victoria Station, Inc., San Francisco, Calif.  
 Maurice C. Burritt, Lavenhol Krekstein Horwath & Horwath, Miami, Fla.  
 Donald B. Campbell, President, Hospitality Motor Inns, Cleveland, Ohio  
 Raymond B. Cantwell, Proprietor, Old Mill Inn, Bernardsville, N. J.  
 Edward S. Caso, Vice President, Marketing & Development, General Foods Corporation, White Plains, N.Y.  
 Gordon Craighead, Vice President, Adventure Inns Co., Hilton Head Island, S.C.  
 Howard L. Dayton, President, Howard Dayton Enterprises, Daytona Beach, Fla.  
 Vincent de Finis, Philadelphia Holiday Inn, Philadelphia, Pa.  
 David C. Dorf, Hotel Sales Management Association, Margate, N.J.  
 Robert Dowd, Director of Labor Relations, Hilton Hotels Corp., New York, N.Y.  
 Richard Edginton, General Manager, Old Oaks Country Club, Purchase, N.Y.  
 Richard J. Ferris, President, United Air Lines Food Services, Chicago, Ill.  
 Frank X. Fisher, President, Lex Hotels United States, Inc., New York, N.Y.  
 William Fox, Director of Public Relations, Great Western Wineries, Hammondsport, N.Y.  
 C. Burton Frawley, Jr., Manager, Drumlins Country Club, Syracuse, N.Y.  
 Michael Furst, Royal Canadian Yacht Club, Toronto, Canada  
 James E. Goodpasture, Food & Drug Administration, Health, Education, and Welfare, Buffalo, N.Y.  
 T. M. Gopsill, National Promotional Director, Cointreau Ltd., Lawrenceville, N.J.  
 Harry Gray, Manager, Oakmont Country Club, Oakmont, Pa.  
 Oscar Greene, Executive Vice President, Schenley Affiliated Brands, Corp., New York, N.Y.  
 Sidney Gross, President, Gross & Associates/Public Relations, Inc., New York, N.Y.  
 Paul Grossinger, President, Grossinger's, Grossinger, N.Y.  
 Howard A. Heinsius, President, Needham & Grohmann, Inc., New York, N.Y.  
 James Hines, Regional Director of Sales, Marriott Hotels, Washington, D.C.  
 Richard Holtzman, President, Rockresorts, Inc., New York, N.Y.

- Bernard Horstmann, Peter Sichel Sons, Inc.,  
New York, N.Y.
- Allen W. Hubsch, Director of Food Services,  
Walt Disney World, Buena Vista, Fla.
- Stanley Issacs, President, All-States Expositions  
Decorators, Inc., Great Neck, N.Y.
- Vice Admiral William J. Jefferson, USN Ret.,  
President, The Bourbon Institute, New York,  
N.Y.
- Paul Keck, Greenville Country Club,  
Wilmington, Del.
- Bruno Klohoker, Anheuser-Busch Brewing Co.,  
St. Louis, Mo.
- Gerhart Koennecke, Lehigh Country Club,  
Allentown, Pa.
- Benjamin Lavin, President, Sugardale Foods,  
Inc., Canton, Ohio
- Daniel Layman, The Union League, Philadelphia,  
Pa.
- John Lynch, Banfi Products, Farmingdale, N.Y.
- Gary P. Malamut, President, National Inns, Ltd.,  
Atlantic City, N.J.
- Col. Catherine Manchester, U.S.A. Ret.,  
Alexandria, Va.
- Robert Martin, Director of Services, Marriott  
Motor Hotel, Philadelphia, Pa.
- John McCrudden, Manager of Market Research,  
I.T.T.-Sheraton Corporation, Boston, Mass.
- Ernest R. McKinney, Administrative Assistant  
to the Director, A. Philip Randolph Institute,  
New York, N.Y.
- Leslie H. Moore, Jr., Vice President, Corrigan  
Hotels, Inc., Dallas, Texas
- William Morton, Vice President and Director of  
Marketing, I.T.T.-Sheraton Corporation,  
Boston, Mass.
- William W. Myers, Food Service Director, Buffalo  
General Hospital, Buffalo, N.Y.
- Samuel Neaman, Chairman of the Board,  
McCrory Corp., New York, N.Y.
- Jacques Noe, Executive Chef, Idle Wild Farms,  
Pomfret Center, Conn.
- Leonard Oakes, Hotel Sales Management  
Association, New York, N.Y.
- Henry O'Neil, American Lamb Council, Denver,  
Colo.
- Denis O'Sullivan, Vice President, Sales and  
Marketing, B. R. Doefler Co., Inc., New York,  
N.Y.
- Dwight Palmer, Palmer Fish Co., Rochester, N.Y.
- William F. Prigge, Vice President, Marketing,  
Hilton International, New York, N.Y.
- Gustave Reyelt, Owner, Beach and Tennis Club,  
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- Andrew Rice, Research Director, Taylor Wine Co.,  
Hammondsport, N.Y.
- John Robinson, President, Hanau-Robinson,  
Orlando, Fla.
- Burton M. Sack, Division General Manager,  
The Ground Round, Braintree, Mass.
- Joseph Salvato, Jr., New York State Department  
of Health, Albany, N.Y.
- Kenneth Sanderson, Economics Laboratories,  
Inc., New York, N.Y.
- Mrs. Elliseva Sayers, Porto Wines, New York,  
N.Y.
- Jack Scherer, Scherer's Old World Sausage &  
Meat Shop, Ludlowville, N.Y.
- John C. Sexter, Consulting Chef, L. J. Minor  
Corp., Cleveland, Ohio
- James Barker Smith, President, Wentworth-by-  
the-Sea, Portsmouth, N.H.
- Dr. Ora Smith, Proefssor Emeritus, Cornell  
University
- Joseph A. Smyth, Vice President, Marketing  
Development, Inter-Continental Hotels,  
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- Dr. Philip Spear, Director of Technical Research,  
National Pest Control Association, Washington,  
D.C.
- Dr. William Straub, Ithaca College, Ithaca, N.Y.
- George Suhr, President, Hotel Representatives,  
Inc., New York, N.Y.
- Robert H. Sweeney, Alfred I. Dupont Institute,  
Wilmington, Del.
- Sheldon J. Tannen, The "21" Club, New York,  
N.Y.
- Carleton Varney, President, Dorothy Draper &  
Co., New York, N.Y.
- Raymond Watts, General Manager, Houston Club,  
Houston, Texas
- Donald W. White, Hendries, Inc., Milton, Mass.
- Julius Wile, Senior Vice President, Julius Wile  
Sons & Co., New York, N.Y.
- Charles Williams, Vice President, Schenley  
Affiliated Brands Corp., New York, N.Y.
- Stanford J. Wolf, President, Paul Masson  
Vineyards, Saratoga, Calif.
- E. Truman Wright, President and Managing  
Director, The Greenbrier, White Sulphur  
Springs, W. Va.
- Milton Zic, Idea Associates, Chicago, Ill.





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## List of Announcements

Following is a list of *Announcements* published by Cornell University to provide information on programs, faculty, facilities, curricula, and courses of the various academic units.

New York State College of Agriculture and  
Life Sciences  
College of Architecture, Art, and Planning  
College of Arts and Sciences  
Department of Asian Studies  
Graduate School of Business and Public  
Administration  
Field of Education (Graduate)  
College of Engineering  
Engineering at Cornell  
Graduate Study in Engineering and Applied  
Sciences  
General Information\*  
Graduate School  
Graduate School: Course Descriptions  
School of Hotel Administration  
New York State College of Human Ecology  
New York State School of Industrial and Labor  
Relations  
Law School  
Medical College (New York City)  
Graduate School of Medical Sciences  
(New York City)  
Cornell University—New York Hospital  
School of Nursing (New York City)  
Graduate School of Nutrition  
Officer Education (ROTC)  
Summer Session  
New York State Veterinary College

\* The *Announcement of General Information* is designed to give prospective students pertinent information about all aspects and academic units of the University.

Requests for the publications listed above should be addressed to

Cornell University Announcements  
Edmund Ezra Day Hall  
Ithaca, New York 14850.

(The writer should include his zip code.)